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Chapter One

Introduction

Envision a community that provides for a mix of people of various ages, incomes and lifestyles--a place where everyday needs can be met within a short walk on a system of public streets that are easy and safe to get around by car, bicycle, foot, and public transportation. Imagine a place intimately connected as a whole where neighborhoods are connected and streets are attractive and inviting public spaces. Imagine a neighborhood repaired and rejuvenated by building on the strengths of its long-standing character, yet inherently dynamic, creative, and evolving.

This is the vision that emerged from the community planning efforts that began several months ago in the Barrett Station community. Through this vision, a five-year community plan has been developed that reflects the demand for a better future for this vibrant community.

Background

Harris County recognizes the need for individualized attention and planning in the county's established neighborhoods. Through an effort to revitalize economically strained communities, the Harris County Community and Economic Development Department (HCCEDD) has identified neighborhoods located in the unincorporated areas of the county that have higher than average levels of distress. HCCEDD and the U.S. Department and Housing & Urban Development (HUD), through the county's Consolidated Plan, have designated these communities as *Target Areas*. The primary factor considered in designating target areas is that fifty-one percent or more of the neighborhoods residents are considered low- to moderate-income.



The community planning process is community-driven that provides residents, businesses, local leaders and potential investors with strategies that address visions and goals for a community. The process also provides a strategy for problem solving and responsibility in order to avoid further deterioration of property values and the quality of life that many other metropolitan areas now face. Barrett Station is recognized as a target area and will be the county's sixth target area community plan.

There are many benefits to the community planning process. The process empowers, excites and pulls together diverse community forces to promote positive community development. It is also a basis for obtaining funding from federal, state, local and private foundations, since the plan represents a well thought out and clear strategy for redeveloping the area, along with a comprehensive focus.

Community development plans for target areas such as Barrett Station represent a new approach to revitalization in Harris County. By planning to meet the needs of all targeted areas and through continued development of alliances and partnerships, the community planning process is making a new commitment to comprehensive community development.

In 1997, the community went through a similar process and developed a five-year plan for Barrett Station. Although several of the goals were implemented, however, many of the goals were not developed into sustainable projects. As a result, HCCEDD, in coordination with the Harris County Office of Commissioner Sylvia Garcia, revised and updated the 1997 Barrett Station Community Development Plan. In early Spring 2004, HCCEDD, met with Barrett Station residents to formally begin the community development planning process for the community.

Goals for the Barrett Station Community Plan

- Develop a five-year plan of action for the community that addresses issues and concerns identified through community meetings;
- Work with the local CDC's and residents to implement plan recommendations; and
- Coordinate and seek to leverage planned improvements through public and private resources.

The mission of a five-year community plan is to review existing conditions and needs of the community and work to develop strategies to address those issues. In the creation of the Barrett Station plan, residents, in coordination with Precinct Two Commissioner Sylvia R. Garcia, Harris County HCCEDD, and the Barrett Station Community Plan *Vision Team*, will work effortlessly to develop and implement strategies for improving:

- Housing
- Infrastructure
- Economic Development
- Arts and Culture
- Public Safety
- Recreation
- Health
- Education
- Environment

The community plan will address the need to protect the assets of the Barrett Station community and recommends ways to meet identified needs through long-term goals. Each goal are developed into strategies through recommended action items or objectives. These objectives provide a framework for future decisions and initiatives to be undertaken in the neighborhood. It is recognized that many of the recommended action items

contained in the community plan are conceptual only and may need to be analyzed in greater detail. The wording of the plan reflects the opinions of the participants, not the opinion of HCCEDD. Implementation of the plan will ultimately rest with the Barrett Station community.

Elements of a Vibrant Neighborhood

Part of the dialogue with the community was about the elements that contribute to a vibrant neighborhood. The following are essential elements that make up a vibrant neighborhood.

Walk to Shops

There are stores and shops that satisfy everyday needs within an easy walk from home. Everyday shops and services include corner grocery stores, day care, restaurants, banks, dry cleaners, bakeries and the like. An easy walk is about five to ten minutes.

Safe Streets

There are safe and friendly streets. In this kind of neighborhood, people can walk without fear of crime, being threatened by traffic, or being disturbed by excessive noise. People feel like they “belong” on neighborhood streets. Residential streets feel public, and more like open space than traffic ways. Streets are a pleasant part of the neighborhood.

Getting Around Easily

There are many choices for moving to, from, and within it. Great neighborhoods find it easy to move about on foot, by bicycle, transit, and auto. They accommodate the car, but allow people to maneuver around without one.

Housing Choices

There are neighborhoods that have a variety of housing types. A mix of houses, duplexes and apartments of various sizes meet different needs and preferences.



Gathering Places

There are neighborhoods that have places for people to meet, talk, and be neighborly. Public gathering places include parks, plazas, sidewalks, and shops.

Public Services

There are neighborhoods that have a full range of public services for residents. Public services include parks, schools, police and fire stations, libraries, and other amenities.

Special Character

There are neighborhoods that have their own special character. All neighborhoods are shaped by their physical setting, streets, buildings, open space, history, culture and the people who live in them. In the neighborhoods, these attributes combine in unique and memorable ways.

Part of the Whole

There are neighborhoods that make up great communities. These neighborhoods stand out on their own, yet are connected. They can be a refuge for their residents but also a part of the neighborhoods wider community.

Chapter Two

Barrett Station Today

Barrett Station is primarily an African-American community with a rich heritage and known for its dedicated civic participation. Central to the community are area churches and the Barrett Station Civic League. The community is located in eastern Harris County along FM 2100 on the south side of Highway 90. The target area is approximately 12.66 square miles in size with a population of 3,397 persons, according to the 2000 U.S. Census Bureau.

History of Barrett Station

Barrett Station, Texas, was established during the Reconstruction as a black community. The community was named for former slave Harrison Barrett, known as "Uncle Harrison," who had been born in Texas around 1845 to slave parents. After Emancipation, Barrett settled his family on part of Reuben White's league east of the San Jacinto River and in 1889, purchased the land for fifty cents an acre. It became one of the largest holdings in Harris County to be acquired by a former slave. Barrett named the property Barrett's Settlement.



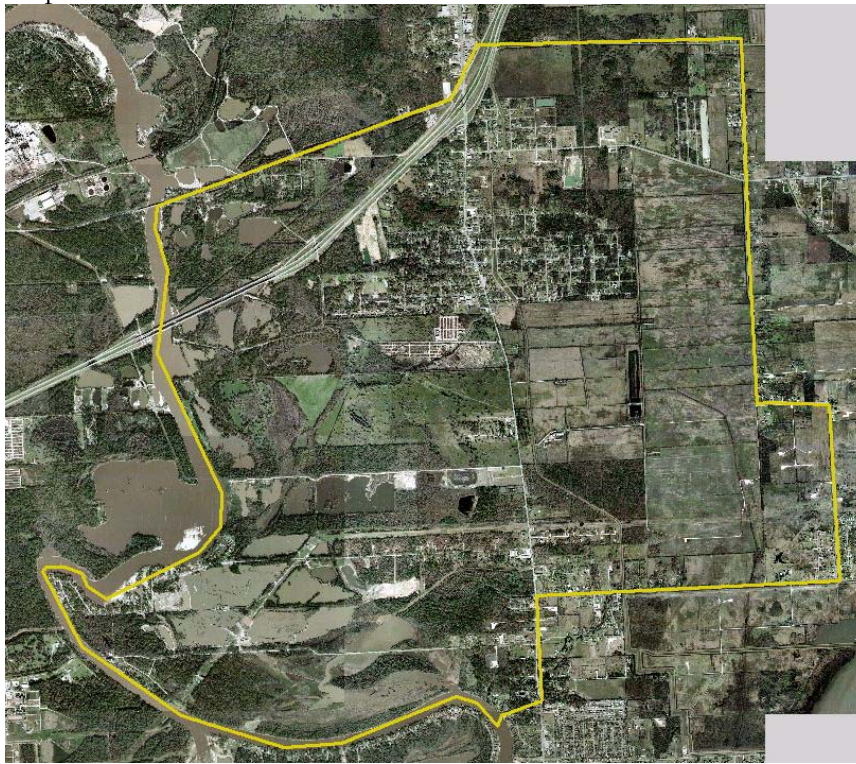
The community began with seven houses, which Barrett helped to build with lumber from his land. He helped members of his family to set up farms, established a sawmill, gristmill, and coffee mill and granted others open access to fish and crayfish in the spring and gully near his homestead. Harrison donated land for Shiloh Baptist Church, which also served as a school. In 1947, a high school and a post office branch known as Barrett Station opened. Barrett, who died in 1917, was buried in Journey's End Cemetery in the settlement, and a museum and park were later named in his honor. State highway maps in 1936 showed a school, St.

Martin Cemetery, and a camp at the town site. The population reached 2,364 in 1960. U.S. Highway 90 was built through the area in the 1970s, and by 1990 the population rose to roughly 3,800 persons.¹

¹ Diana J. Kleiner, *The Handbook of Texas Online, Digital Gateway to Texas History At the University of Austin*, 5/12/04

Demographics

Map 1 Aerial Photo of Barrett Station



Source: United States Geological Survey, 2003

Analyzing demographic trends in a community is advantageous to any planning effort. Data from the last official census taken in 2000 describes demographic characteristics of the Barrett Station community. This section describes an overview of community characteristics. Factors reviewed in this section include population, age, educational attainment, employment and poverty. The majority of this information was gained from the U.S. Census Bureau, *2000 Census of Population and Housing*. Table 1 and 2 shows the location of the community by key map, census tracts, precinct, zip codes and school district.

Table 1: Demographic Analysis for Barrett Station

Demographic Analysis Barrett Station	
Key Map Location	419, 420
Census Tracts/Block Groups	2528 Block Groups 1 & 3
County Precinct	Precinct Two – Commissioner Sylvia Garcia
Zip Code	77532
School District	Crosby Independent School District

Source: 2000 U.S. Bureau of Census

Table 2: Community Information

Community Information Barrett Station	
<i>Kindergarten, Primary, Elementary Schools</i>	<i>Crosby Kindergarten, Barrett Elementary, Newport Elementary, Reed Preparatory</i>
<i>Intermediate Schools</i>	<i>Drew Intermediate</i>
<i>Middle Schools</i>	<i>Crosby Middle School</i>
<i>High School</i>	<i>Crosby High School</i>
<i>Hospital</i>	<i>San Jacinto Methodist Hospital</i>
<i>Community Center</i>	<i>Barrett Station Community Center</i>
<i>Library</i>	<i>Harris County Stratford Library, Harris County Crosby Library</i>
<i>Parks</i>	<i>Riley Chambers and Cedar Grove</i>

Source: HCCEDD, 2004

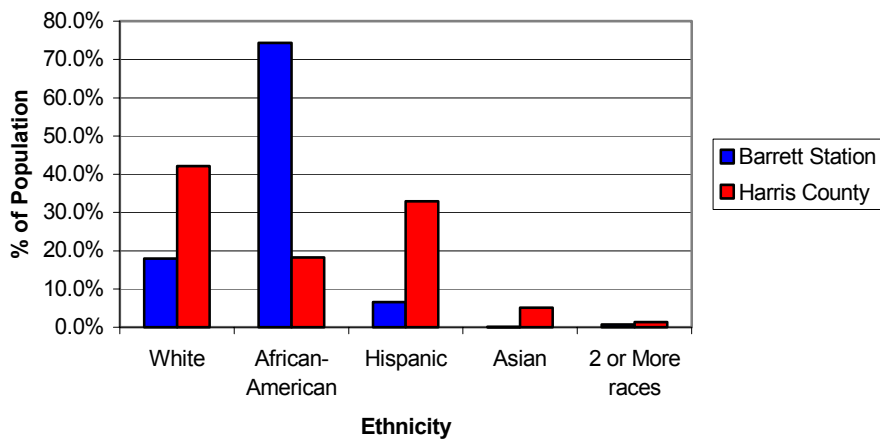
Population Size

A community's population size can reflect the demand for public services and utilities. Over the past 10 years, the population of Barrett Stations planning area has decreased slightly. The population in Barrett Station was 3,397 persons in 2000 compared to 3,800 in 1990, a decrease of 12 percent. Comparably, Harris County grew 20.7 percent during this same period. This may be due to movement of the county's population westward with many persons choosing to migrate from the older, more industrial eastern section of the county. In 2000, the area consists of 12.66 square miles.

Ethnicity

The ethnic makeup for the area is quite different compared to the county, as shown in Figure 1. In Barrett Station, the majority of the residents according to the 2000 census are predominately African-American at 74 percent, followed by White 18 percent, Hispanic or Latino 7 percent, Asian 0.1 percent and two or more races 0.7 percent.

Fig. 1: Ethnicity in Barrett Station, 2000



Source: Bureau of the Census, 2000

Compared to 1990 census data, the Barrett Station community has been consistent over the past decade in ethnic makeup. In 1990, census reported the majority of the residents as African-American 83 percent, White 15 percent, and Hispanic or Latino 2 percent.

Age and Gender

Proportionally, Barrett Station's population age is similar to Harris County's overall population. The community is predominately working aged persons (age 20-64). Approximately 57 percent of the total plan area population is 20-64 years compared to 61 percent throughout the county. For ages between 6-19, Barrett Station and the county reported virtually the same percentage of the population in this age group. The community did report a higher percentage of elderly persons than the county in 2000.

Fig. 2: Barrett Station Population by Age

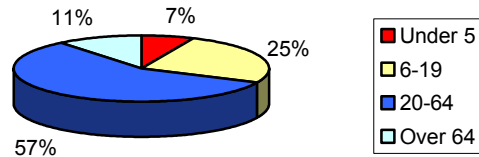
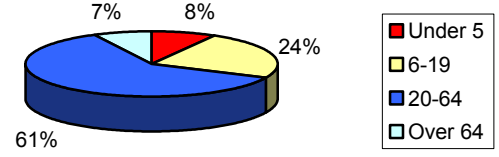


Fig. 3: Harris County Population by Age



Source: Bureau of the Census, 2000

Table 3: Population by Age

	Barrett Station	Harris County
Under 5	6.7%	8.3%
6-19	25.2%	23.6%
20-64	57.3%	60.7%
Over 64	10.8%	7.4%

Source: Bureau of the Census, 2000

Females make up over 51 percent of the population in Barrett Station. By age, females comprise a larger percentage of the 40-64 years and older, which is the case in the general population. Breaking down sex according to age reveals two interesting points. First, the male population represents the majority of children below 5 years, 9 percent of the population in Barrett Station. This is usual since males generally are the majority sex from birth throughout early childhood. However, males have a high mortality rate in childhood, adolescents, and as elderly. The second trend is the decrease in the male population after age 35 over the last decade. According to the 2000 statistics, only 39 percent of persons age 35 to 64 in Barrett Station were male compared to 44 percent in 1990. Males of this age group may be migrating out of Barrett Station due to a lack of jobs.

Table 4: Age of the Barrett Station Population by Gender

Males	%	%
	Barrett Station	Harris County
Under 5	9.06	10.13
6-19	26.0	22.71
20-29	13.3	16.16
30-39	13.2	17.01
40-64	31.8	27.95
Over 65	11.0	6.03
Females	%	%
	Barrett Station	Harris County
Under 5	7.0	9.51
6-19	24.2	21.18
20-29	11.2	15.64
30-39	16.5	16.6
40-64	33.0	28.37
Over 65	13.2	8.68

Source: Bureau of the Census, 2000

Household Income and Educational Attainment

In 2000, HUD reported 59 percent of the residents in the Barrett Station community as low-or moderate-income. As represented in Table 5, the median household income is \$31,549 for the total plan area. This is \$11,049 less than the county's median household income of \$42,598. Barrett Station also has a significantly higher poverty rate than the county although

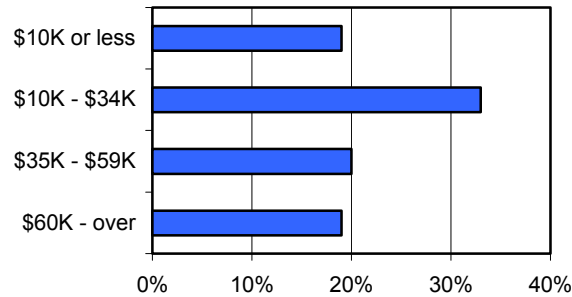
Table 5: Barrett Station Income and Poverty Proportions

	Barrett Station	Harris County
Population	3,397	3,400,578
Median Household income	\$31,549	\$42,598
Persons below Poverty	22.1	15.2%
% Unemployed	7.54%	7.05%

Source: Bureau of Census, 2000

The Barrett Station community was home to 1,051 households in 2000, which has decreased slightly in the last 10 years. Persons per household are often used as indicators of overcrowding in an area. In Barrett Station, the average person per household has remain roughly the same at 3.2 persons in 1990 and 2000. Over half of households in Barrett Station, 82 percent, are family households, compared to 47.9 percent in Harris County. According to several studies, the level of income is strongly associated with educational attainment. As shown in Figure 4, 19 percent of the population had household incomes of less than \$10,000, followed by 33 percent between \$10,000 to \$34,999, 20 percent between \$35,000 and \$59,999 and 19 percent over \$60,000.

Fig. 4: Barrett Station Household Income, 2000

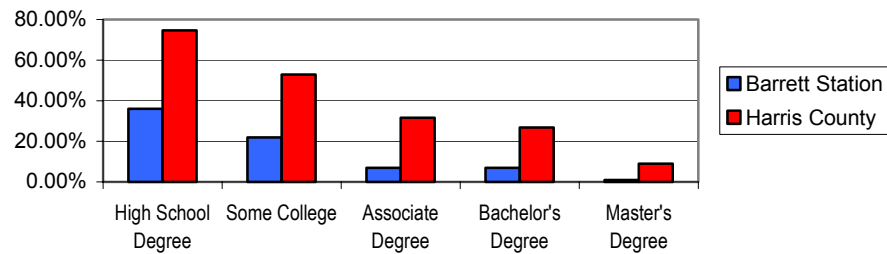


Source: Bureau of the Census, 2000

In 2000, 36 percent of Barrett Station residents age 25 and older have received a high school diploma and nearly 22 percent went on to obtain some college experience.

Subsequently, these figures fall behind those for the entire county, in which nearly 75 percent

of persons age 25 and older have obtained a high school degree and 53 percent have received some college education. Of those Barrett Station residents over 25 years of age that have a college degree, 1 percent went on to receive a Master's degree or higher compared to 9 percent for the county.



Chapter Three

Community Assessment

The community assessment provides an inventory and analysis of the community that includes physical and social characteristics, land use, census data, and community facilities and services. Issues and resources discussed in this section were developed from community meetings, surveys, research data, and anecdotal evidence. Topics led to the development of goals and objectives for the community.

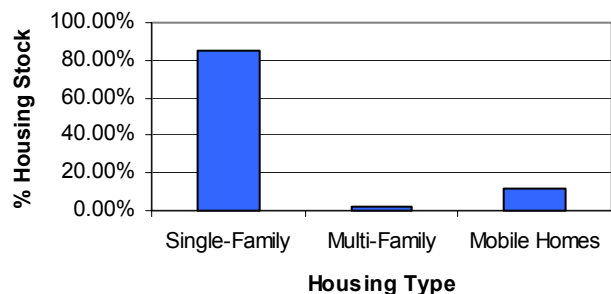
Housing

Housing combines the basic need for shelter with the human desire for a sense of a home, safety, history, comfort, ownership and pride. Throughout the community planning process, affordable housing, elderly housing, housing rehabilitation, and preserving and improving the character of the neighborhoods were high priority for Barrett Station residents.

The housing stock is largely comprised of single-family aging housing, depressed values, and lacks diversity. Barrett Station community has 1,237 housing units. According to figure 6, four out of five existing houses in Barrett Station are single-family housing units. Only three percent are multi-family and eleven percent are mobile homes. In comparison, single-family dwelling units in Harris County represent fifty-six percent.

Single-family housing constructed of wood and brick frame densely populates two of the predominate neighborhoods separated by FM2100 and centrally located in Barrett. Few manufactured homes, four-plexes, and mobile homes are present. There are very few “for sale” signs and many houses are in need of repair.

Fig. 6: Housing Stock by Type, 2000



Source: Bureau of Census, 2000

In the northern portion of the community, house stock is divided between single-family wood or brick and manufactured homes. Homes are on larger lots with farmland and livestock areas attached. There are also several vacant lots in these sections. Infill housing would benefit this area and put less stress on an infrastructure system in need of repair than a large-scale housing development.

The residents of Barrett Station desire housing that promotes and preserves the character of the neighborhood. To this end, increased opportunities for



homeownership are desirable, however, a relatively low vacancy rate presents a difficult environment for home purchases. Few large-scale housing developments are planned for the area until infrastructure capacity issues are overcome. Infill housing in existing neighborhoods may provide an answer to the shortage of safe, affordable housing.

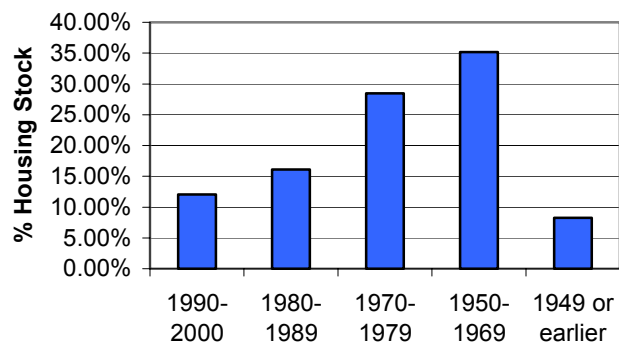
Barrett Stations multi-family complex development is also in need. There are very few rental units in Barrett Station. Young residents who gain financial independence often must look outside of the community for apartments.

Infrastructure capacity, however, will continue to make multi-family complexes difficult to develop.

According to Figure 7, 12.04 percent of the single-family houses were built during the 1990 to 2000, sixteen percent were built during the 1980 to 1989, twenty-nine percent were built during the 1970 to 1979, thirty-five percent were built during 1950 to 1969, and eight percent were built during 1949 or earlier. Several of these older houses are also in disrepair or have reached deterioration stage (as discussed in the Housing Conditions section). Lead-based poisoning is a

significant risk in Barrett as an overwhelming majority, seventy-two percent, of homes were built prior to 1979. These homes have a higher incidence of lead-based paint present. Efforts to repair these homes in the area should take care to eliminate lead risk.

Fig. 7: Barrett Station Housing Stock, 2000



Source: Bureau of Census, 2000

Households and Families

The U. S. Bureau of Census, in 2000, reported 1,051 households in the Barrett Station compared to 1,160 in 1990, a decrease by 11 percent. According to 2000 Census numbers, family households represent 63 percent of all household types, followed by married couple families 47 percent. Generally speaking, the presence of married couple households, especially those with children, is an indicator of community and household stability. In 2000, this category of households made up 47 percent of the households in Barrett Station, which is comparable to the county at 48 percent of households.

Table 6: Barrett Station Household by family type (Owner Occupied)

Family Type	Total Households	% Households	% Harris County
Family Households	715	63%	70%
Married-couple family	528	47%	52%
Male householder (not married)	58	5%	3%
Female householder (not married)	129	12%	2%

Source: Bureau of Census, 2000

Housing Conditions

The adequacy of housing is most simply explained by the physical condition of available housing units. Barrett Station community has 1,237 housing units. It is difficult to determine the precise number of substandard housing units without a house-by-house inspection. Housing quality depends in part on the age, characteristics, and location of the dwelling unit. The age of a housing unit is one of the factors that affect its value. In addition, age of housing can be a

determinant to its condition. Older structures require more maintenance and overall upkeep. If repairs are not made, the condition and value of the unit may deteriorate rapidly. Harris County relied on the 2002 Harris County Appraisal District (HCAD) housing annual inspection to determine the Barrett Station housing conditions.



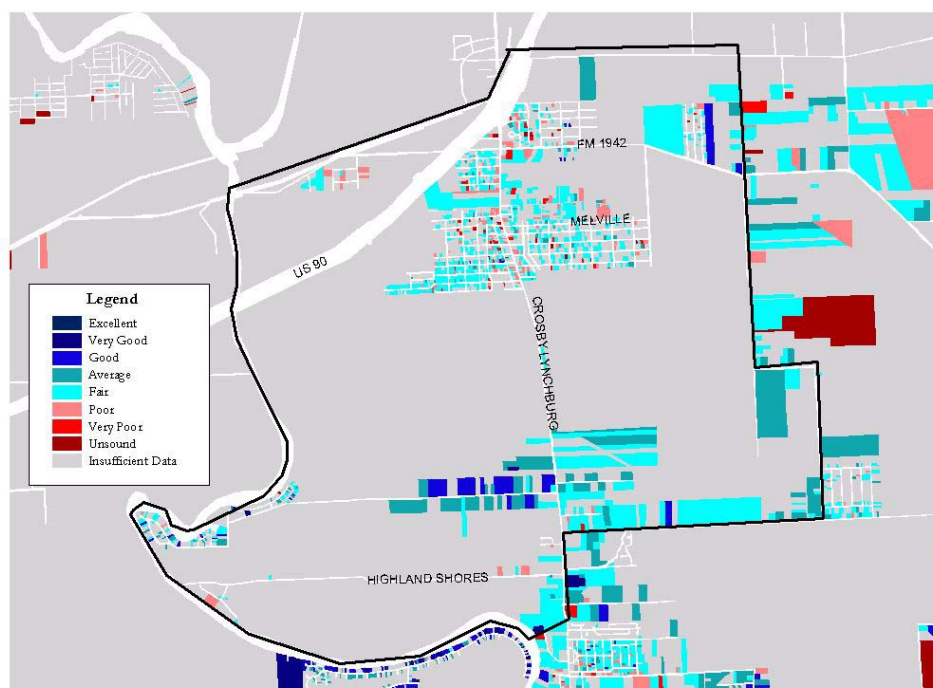
This annual survey inspection measures the overall physical condition of the dwelling units relative to its age, or the level of maintenance that you would normally expect

to find in a dwelling of a given age. Consideration should be given to the foundation, porches, walls, exterior trim, roofing, chimneys, wall finish, interior trim, kitchen cabinets, heating system and plumbing. Six alternatives are provided:

1. **Excellent** - The dwelling exhibits an outstanding standard of maintenance and upkeep in relation to its age.
2. **Very Good** - The dwelling exhibits light evidence of deterioration; still attractive and quite desirable.
3. **Good** - The dwelling exhibits an above average standard of maintenance and upkeep in relation to its age.
4. **Average** - The dwelling displays only minor signs of deterioration caused by normal “wear and tear”. The dwelling exhibits an average standard of maintenance and upkeep in relation to its age.
5. **Fair** - The dwelling is in structurally sound condition, but has greater than normal deterioration present (deferred maintenance) relative to its age.
6. **Poor** - The dwelling displays signs of structural damage (as a sagging roof, foundation cracks, uneven floors, etc.) possibly combined with a significant degree of deferred maintenance.
7. **Very Poor** - The dwelling displays a condition that approaches unsoundness; extremely undesirable and barely useable.
8. **Unsound** - The dwelling is structurally unsound, not suitable for habitation and subject to condemnation. It is possible some dwellings may be occupied, but still suitable for coding as unsound.

According to the 2002 HCAD Housing Inspection survey of houses in the community, several single-family housing units in Barrett Station were randomly selected. In general, the housing inventory resulted in the majority of the houses rating “Fair.” Results of the survey suggest that single-family housing stock in need of replacement or rehabilitation accounts for 712 single-family housing units or 65 percent of the single family housing stock.

Map 2: Housing Conditions



Source: Harris County Appraisal District

The second largest group of single-family housing units, 13 percent or 142 units was those in the average and poor condition that displays only minor signs of deterioration. There were only 3 units, or 0.2 percent of the single-family stock that were in good or excellent condition. Table 7 graphically displays the percentage of single-family housing units falling into each of the above-defined categories in the survey area. Approximately 84 percent of the housing have greater than normal deterioration. Programs are needed that provide home repair and rehabilitation.

Table 7: Barrett Station Survey for Single-Family Housing Condition, 2002

Condition	Percent of Total	Housing Units
Excellent	0%	0
Very Good	0.2%	3
Good	2.9%	32
Average	13.01%	142
Fair	65.26%	712
Poor	13.01%	142
Very Poor	3.7%	41
Unsound	1.7%	19
Total	100%	1091

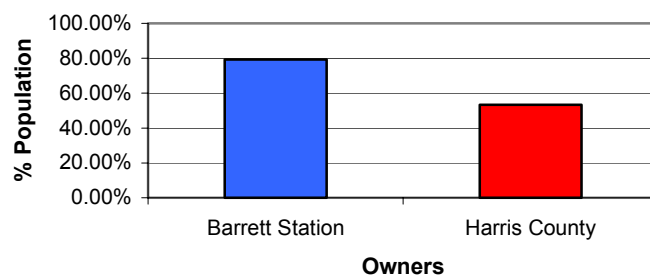
Source: Harris County Appraisal District

Housing quality also depends on the income of the occupants and their ability to pay for needed repairs. Today, many low-income households live in units that are at risk of loss because they cannot meet the basic costs of maintaining and operating standard housing. In fact, households with very low incomes (less than 50 percent of area median) are more than twice as likely as other households to live in structurally inadequate housing. And even accounting for income differences, renters are more likely to reside in structurally inadequate units than owners.

Tenure

Residents of the Barrett Station community feel that homeownership is an important ingredient to maintaining their residential character. The community maintains a relatively high proportion of homeownership, nearly eighty percent, compared to the fifty-six percent of the county's housing stock are owner-occupied. Homeownership is generally a significant indicator of the

Fig. 8: Barrett Station and Harris County Tenure, 2000



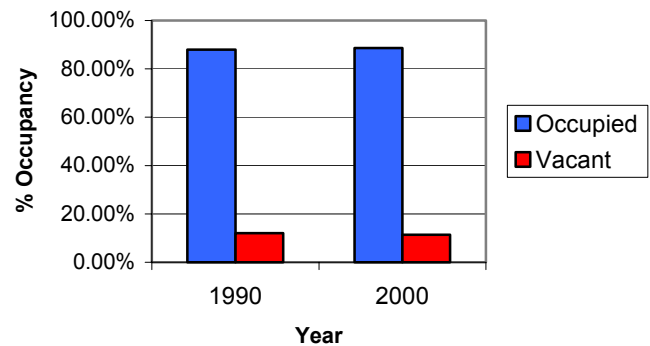
stability of a community. It lends itself to pride, security, and community involvement in an area. The percentage of Barrett Station households that have achieved homeownership is

significantly higher than many other communities in the county.

Vacancy

Vacancy rates in housing are often an indicator of the saturation of the total housing stock. High vacancy rates, especially in concentrated areas, often lend themselves to vandalism and vagrancy in a community. It may also mean that the demand for housing in a particular community is low and may cause depressed housing values for all housing in that area. On the other hand, low vacancy rates may indicate a strong housing market, but at the same time may mean that not all housing needs are being met when other indicators, such as increased housing cost, are present. For example, if vacancy is low and housing cost is increasing, low-income households may be moving into substandard housing or creating overcrowded housing situations.

Fig. 9: Occupancy Status, 2000



Source: Bureau of the Census, 2000

Table 8: Percentage of Housing Occupied vs. Vacant

	1990		2000	
	Barrett Station	Harris County	Barrett Station	Harris County
Occupied	87.9	87.5	88.62	92.9
Vacant	12.09	12.5	11.39	7.1

Source: Bureau of Census, 2000

According to Figure 9, 11 percent of the houses in Barrett Station are vacant housing units compared to 12 percent in 1990. When comparing Harris County data, 93 percent of housing units are occupied compared to 88 percent in 1990. Of the number of vacant units in 2000 in Barrett Station, 32 percent are for rent, 22 percent for purchase, and 0 percent for seasonal, recreational, or occasional use.

Human Services

Human Services connect people to each other and community. They assist people in meeting health, welfare, employment, and other basic needs. Furthermore, service providers can be public or private, non-profit or for-profit, and range from day care to drug counseling to job training. Those services create the social fabric that supports a community.

Public Safety

Public Safety consists of police, fire protection, and emergency assistance. Barrett Station is located in an unincorporated area of the county. It does not have a municipal police force. The Harris County Sheriff's Department and Constables Office serve Barrett Station. These agencies provide daily police protection, with limited resources, between Highland and Indian Shores.

Table 9: 2001-2002 Number of Reported Crimes

Call for Service (reported)				
Incidence	Barrett Station	Rate	Harris County*	Rate
Theft	58	17	9,605	4
Assault	48	14	4,544	8
Burglary	38	11	9,717	8
Drug Related	18	5	1,390	1

* These numbers are only for unincorporated Harris County

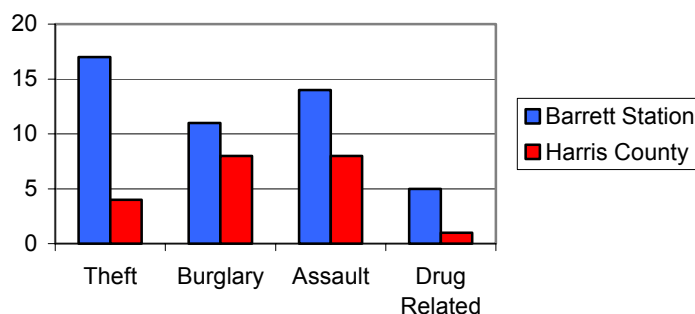
Note: Crime Rate = Number of reported crimes / 1,000 persons

Source: Harris County Sheriff's Department, 2002

Many residents and local business have expressed a concern about crime in the community and want increased police patrol in the community. Crime data collected by the Harris County Sheriff's Department from year 2001 – 2002, calls for service, included theft, burglary, assault, and drug related activity. Over half of the calls were theft related followed closely by calls regarding assault. Compared to the Sheriff's Department's total service area, Barrett Station has a significantly high incidence of theft, drug related, and assault calls. Many of the service calls in the area are along the commercial corridor of FM 2100 and within the Arcadian Gardens subdivision.

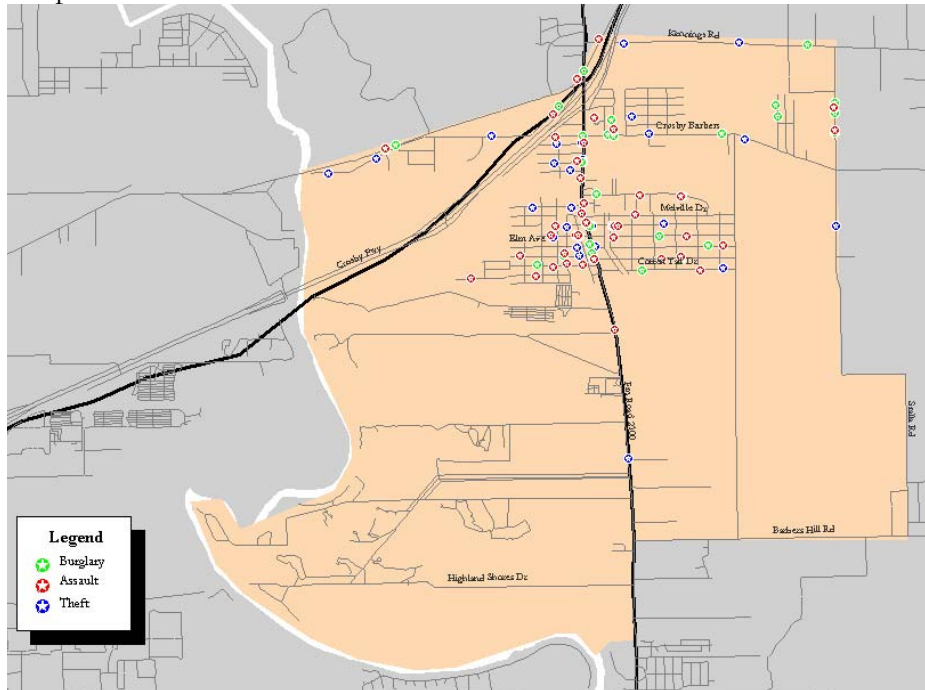
The calls for theft, burglary and assault where from the northwestern portion of Barrett Station. For drug-related crime, calls were widely dispersed throughout the community. Some gang activity is also prevalent in the community. Although there are not statistics to support this type of behavior, the residents have expressed a need to combat this type of crime.

Fig 10: Crime Rate



Source: Harris County Sheriff's Office, 2002

Map 3: Crime in Barrett Station



Source: Harris County Sheriff's Office, 2002

Major traffic accidents were more likely to occur during peak rush hours, particularly along the major thoroughfare FM 2100. The rate of reported incidences are similar to those of the county. FM 2100 has the high daily traffic counts and is a major commuter route in and out of Barrett Station. The lack of sidewalks and narrow lanes contribute to a significant number of accidents. Providing additional traffic controls may help to alleviate backup by controlling the flow of traffic. Also widening FM 2100, installing sidewalks, and providing a middle turning lane would assist in reducing major auto accidents and peak hour traffic.

Table 10: Number of Reported Traffic Crimes

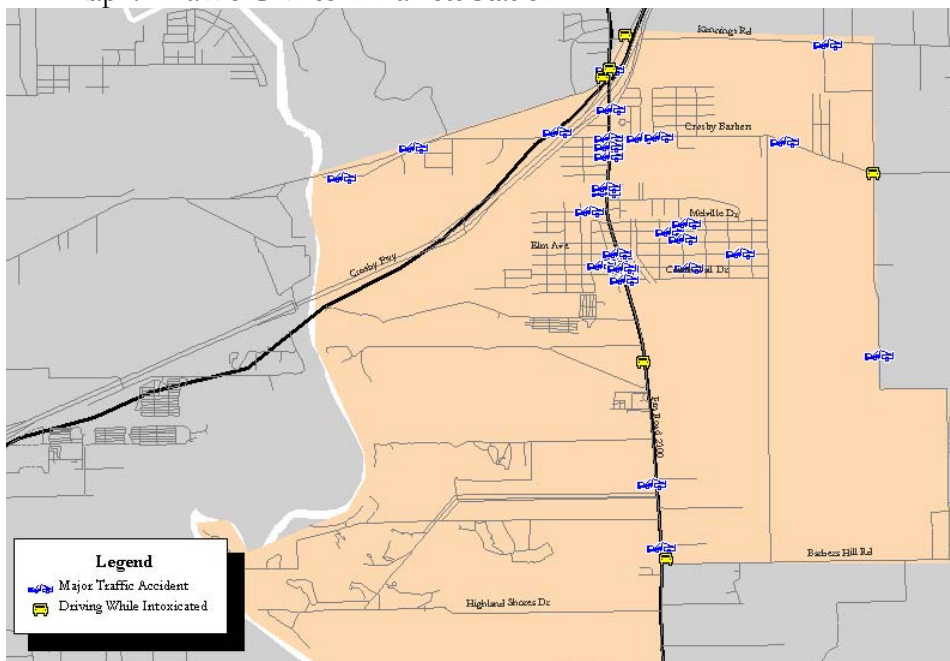
	Barrett Station	Rate	Harris County*	Rate
Driving While Intoxicated	4	2	2,312	2
Major Auto Accidents	12	4	5,103	4

* These numbers are only for unincorporated Harris County

Note: Crime Rate = Number of reported crimes / 1,000 persons

Source: Harris County Sheriff's Department, 2002

Map 4: Traffic Crimes in Barrett Station



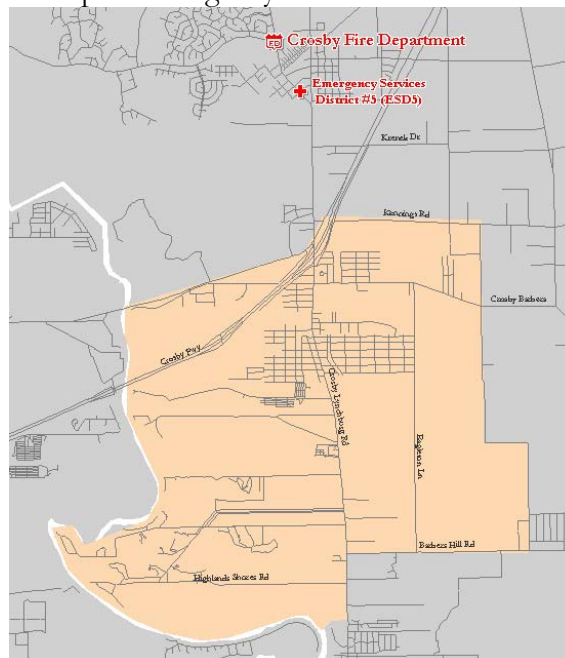
Source: Harris County Sheriff's Department, 2002

The Crosby Fire Department took over the jurisdiction from the Barrett Station Volunteer Fire Department and now serves the area. The fire department is located at 110 Reidland St., Crosby, Texas, nearly 3.5 miles outside of Barrett Station. Emergency medical response services are provided by the Crosby Emergency Services District 5 (ESD5). The ESD5 serves as a dispatch for the fire department and provides back-up support and responds to all calls in Barrett Station. The Crosby Fire Department has limited personnel and equipment resources.

Public Health

Public Health is defined as the overall physical and mental wellbeing of area residents. The delivery of health care is a major problem for residents of Barrett Station. There are no doctor's offices, dentists, hospitals, or medical clinics located in the target area. Residents must travel outside of the community to find trained medical and dental professionals.

Map 4: Emergency Services



Source: HCCEED, 2004

The nearest hospital is the San Jacinto Methodist Hospital in Baytown, approximately 12.4 miles from Barrett Station. Residents also receive medical services from the Harris County Health Department satellite office located in Baytown. Services are primarily for adults and the elderly and include: vision screening, immunizations, x-rays, laboratory work, and a pharmacy.

The Harris County Public Health and Environmental Services Department has been working closely with the Barrett Station community on a Community Health Project. The project brings together partners with Harris County and the City of Houston, Local Health Departments, Hospital District, multiple Independent School Districts, community-based organizations, local chapters of national health organizations, and local charity organizations. Priorities include partnering with San Jacinto Methodist Hospital and MD Anderson Cancer Center to focus on breast and prostate cancer.²

Youth and Senior Activities

Barrett Station is lacking youth activities. Many youth and parents complain about the lack of organized sports or a place to simply workout. During the summer months, the East Harris County Youth Program provides a Summer Day Camp program at the community center for students from 1st to 8th grade. The camp is located at the Barrett Station Community Center, from June to July, five days a week. The camp provides weekly field trips, sports activities, computer learning, some structured classroom learning (math, science, reading), but mostly recreational activities for the kids. Besides the Barrett Station Community Center and Park, there are no facilities in the community tailored for youth, such as movies theaters, bowling alleys, or an entertainment complex. Youth must go outside of the community to participate in these types of activities.

Throughout the year, many of the churches offer activities for the youth in the community. Some of the activities include tutoring, youth conferences, weekly youth activities, athletics, Texas Assessment of Academic Skills (TAAS)/Texas Assessment of Knowledge and Skills (TAKS) tutorials, and back to school rallies. Crosby ISD also offers activities for youth in Barrett Station. Activities include organized athletics, band, summer school, tutoring, before and after school programs, and TAAS/TAKS tutorials. Many of the parents would like to have a Boys and Girl Scouts program in the community as well as a local YMCA. The closest YMCA is located in Baytown, nearly 14.2 miles from Barrett Station and the closest Girl Scout program is 9 miles outside of the community. There is not an organized Boy Scouts Troop in the area.

As far as senior activities, many seniors congregate at the Barrett Station Community Center for daily activities. Precinct Two, Harris County Commissioner Sylvia R. Garcia, along with the community center offers daily

² *Eliminating Health Disparities: Communities Moving from Statistics to Solutions, Harris County Public Health and Environmental Services Department.*

organized activities for seniors living in Barrett Station. Activities include exercise, games, field trips, and hot meals. Daily hot meals are also provided to homebound seniors that are unable to leave their homes. Sometimes this is the only contact some home bond seniors receive for days at a time.

Table 11: Senior Activities

Barrett Station Community Center Senior Activities		
Daily hot meals on site	Games	Field trips
Daily hot meals delivered to home bound seniors	Exercise for Seniors	Health seminars, Immunizations, Flu shots

Infrastructure & Transportation

Infrastructure and transportation are the nuts and bolts of a community. Streets, water lines, sewer lines, sidewalks, and lighting are part of the infrastructure and transportation framework. Basic services exist because of a solid infrastructure. An organized transportation system allows residents to access businesses both to work and to shop. Transportation options, such as buses, walkways, and bike paths, help to diversify communities, reduce traffic, and enhance quality of life.

Water and Sewer Services

The Municipal Utility District (MUD) that services Barrett Station residents with water and sewer service is called MUD 50. Within the past few years, MUD 50 has been cited for water and sewer violations and deficiencies from the Texas Commission on Environmental Quality (TCEQ). Currently, MUD 50 is operating under a Federal Consent Decree with the Department of Justice to resolve deficiencies in its wastewater collection system. The Consent Decree, dated September 1, 2000, details a 6-year obligation of the District to make corrections to its wastewater collection system. The District is in its fourth year under the Consent Decree for making renovations and repairs to the system. Rehabilitation of the sanitary sewer is needed to meet the environmental requirements of the degree and reduce the systems operating costs to the residents. Barrett Station residents pay a high rate for services. As a result of the system's condition, Barrett Station's growth has been severely impeded in the areas of housing and economic development.

Table 12: Sanitary Sewer Construction Projects, 2004

Sanitary Sewer Construction Projects	
Rehabilitation Project	Activity
6,788 Liner Feet of pipe	8" pipes rehabilitated by pipe bursting
640 Liner Feet of pipe	New 8" line (new alignment or remove and replace)
785 Liner Feet of pipe	10" rehabilitated by pipe bursting
93 manholes	Manholes rehabilitated to prevent rainwater infiltration

Source: Municipal Utility District (MUD 50)

Over the past few years, MUD 50 has made significant repairs to the system with the assistance of Harris County and the Texas Water Development Board. MUD 50 has recently completed two construction projects in their sanitary sewer rehabilitation efforts. These projects are listed in Table 12 and



are part of the Consent Degree timeline of projects. Because of the restrictions in capacity of the sewer lines, Barrett Station's growth has been slow.

Like many areas of Texas, Barrett Station faces many issues dealing with the provision of a clear and safe water source. The district has two wells in fair condition, but needing repair every six to twelve months. The system is in fair to good condition with some reserve capacity, however, many of the lines are twenty plus years old and in need of repair. Barrett Station is also faced the decree for the state that all communities reduce their ground water usage and convert to primarily surface water usage. As most of the surface water sources, which are owned by the city of Houston, who charges for the provision of water to communities outside their jurisdiction, the district must develop a plan for conversion and financing.

Drainage

Barrett Station's drainage system consists of ditches, driveway culverts, and road crossing culverts. The drainage systems in many Barrett Station neighborhoods consist of shallow roadside ditches, with no grade, and many are filled with debris that constricts the water flow. During heavy and sometimes light rainfall, storm runoff overflows the ditches resulting in flooding in the area. Extensive ditch clean up by road crews would improve drainage conditions. The neighborhoods could also institute clean up days.



A canal way is located in the eastern section of Barrett Station, running north to south. This canal is a part of an extensive 38-mile system of canals and 1,400-reservoir delivering raw water from Lake Houston to customers such as Exxon

Mobil, Chevron Phillips Chemical Company, and others pursuant to long-term water supply contracts. As seen in the adjacent picture, a rough walking trail has been cut by pedestrians. This site would be ideal for a park improvement trail. See the Community Facilities section for more information.

Transportation

Major thoroughfare planning, used by municipalities and other governmental entities to assure the development of the most efficient and appropriate street system to meet existing and future travel needs, is in process. A major thoroughfare system is comprised of existing and planned freeways, major streets, and highways that may not need widening or new right-of-way. The thoroughfare plan should also designate collectors and local streets.



Barrett Station contains or is bordered by several major roadways of this region. Highway 90 is the northern boundary of Barrett Station. This roadway connects the region to major employment and recreation centers in and around Harris County and the city of Houston via Beltway 8. The second major street in Barrett Station is FM 1942. This road begins at

FM 2100 and terminates at Crosby Barbers Hill Road. FM 1942 has seen several new housing developments being constructed.

Finally, FM 2100 or Crosby-Lynchburg Road runs north-south splitting the community into two neighborhoods. FM 2100 is a two-lane road connecting Crosby to the north and Highlands-Baytown to the south. This route is a major commuter route for residents of the region who work near Baytown and along the ship channel. The beautification of this major route would add to and improve the image of the community, as well as give the area a unique character. The addition of landscaping and gateways advertising the community are a few improvements that could be done.



FM 2100 has a significantly high traffic amount with approximately 12,000 cars traveling per day. During rush hour peak times, traffic backup is one of the problems identified by the residents of Barrett Station, particularly at the intersections of FM 1942 and Hwy 90. Businesses' driveways are blocked and residents report difficulty with getting to their homes. Widening FM 2100 may relieve traffic congestion. Traffic controls should also be investigated at the intersection of FM 2100 and Red Oak near the school.

Neighborhood collectors and local roadways and bridges are maintained by the Harris County Precinct Two, Road Camp at 8103 Wade Road. Road and Bridge crews are responsible for paving and patching roads for smooth riding conditions, dredging ditches for faster water

drainage, and replacing signs to ensure motorists are safely headed in the right direction. Over the years many of the streets have received asphalt overlays, but many are still in need of repair. Several roads north of FM 1942 are a little more than rock and dirt roads.

Map: 5 Recommended Phase 1 Sidewalks and Trails Additions



Note: Recommended sidewalks are in yellow.

The community is also in need of sidewalks. Roadways within the neighborhood are often narrow and bordered by open ditches. Residents, particularly children, are endangered as passing cars force them to leave the road. The addition of sidewalks and trails would greatly enhance the safety and community image of the area. Map 5 shows the recommended sidewalks and trails, represented in yellow, to be added over the next five years. The sidewalks link the western and eastern neighborhoods. A trail system could be added along the canal way. The system would be designed with benches and exercise stations. Trail lights should be added for added safety.

Streetlights should also be added throughout the neighborhoods. Drivers passing through the neighborhoods to residents homes and the Barrett Station Center and Park, must transverse in dark and narrow streets. Pedestrians must also use roadways to walk from house to house and to the park. After dark, the safety of these streets is greatly diminished for drivers and pedestrians alike.

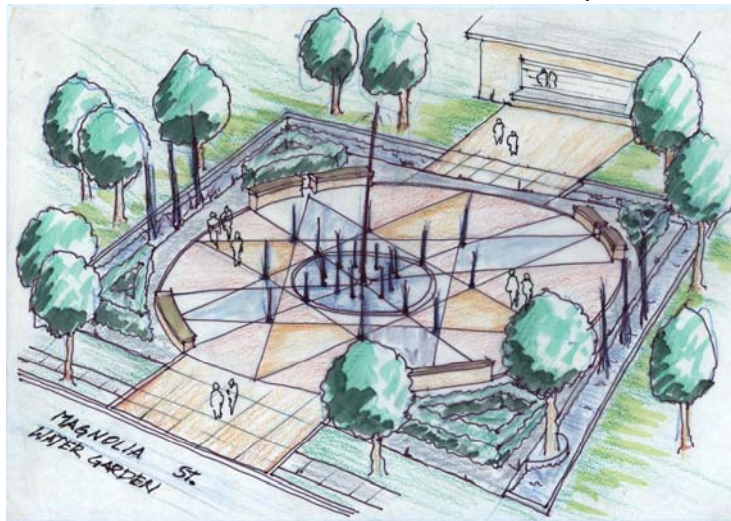
There is no public transportation in Barrett Station to employment centers or to service providers, such as a local pharmacy and grocery stores. Residents have voiced a concern for the lack of bus services to and from the community. Many would like public transportation to Baytown and Houston. There are no Metro lines in proximity to the community. Private transportation services could be provided by nonprofits and church groups, and carpools could be advertised in a community newsletter.

Community Facilities

Community facilities are cultural, educational, and social gathering places of a neighborhood. There are two types of community facilities: public and private. Public facilities include parks, schools, community centers, and any other sites specifically designed for general resident gathering and owned by the public. Private facilities include churches, hospitals, theaters, and any other sites privately owned. Community centers, elementary schools, churches, and local libraries help define a sense of place within a given area. They provide a location for the collective energies of a community.

Facilities

The western edge of Barrett Station is bounded by a 35.4-acre regional County park. The Barrett Station Community Center and Park includes a football field, soccer field, baseball fields, riding arena, playground equipment, wooded areas and trails, picnic areas with bar-b-que pits, and the newly built addition of the Barrett Station Community Center. The community center houses space for



community meetings, recreational and educational events and activities. The park is accessed via FM 2100 by east-west neighborhood streets of western Barrett Station. The addition of the precinct's new wet park design, an example of which is located in Cloverleaf North Shore Rotary Park, would enhance this park.

A small community park, Cedar Grove in the northeast section of Barrett Station is located on Einra Street and contains a safe place for children to play. The park has

playground equipment, picnic tables, benches, and bar-b-que pits. A safe fence surrounds the play area.

The community has an excellent opportunity to incorporate the canal way in the eastern section of the community. Constructing a trail system along the canal with walking/bike trail, exercise equipment, benches, and trail lights would add to the community's image and provide much needed park space to the eastern section of Barrett Station.

Education

All of the elementary, middle and high schools are located outside of the community. Barrett Station youth attend schools located in the Crosby Independent School District or private schools. Three of the schools are located directly in Barrett Station. They are Barrett Primary on FM 1942, Drew Intermediate on Red Oak and Reed Preparatory School on Penn St. CISD has

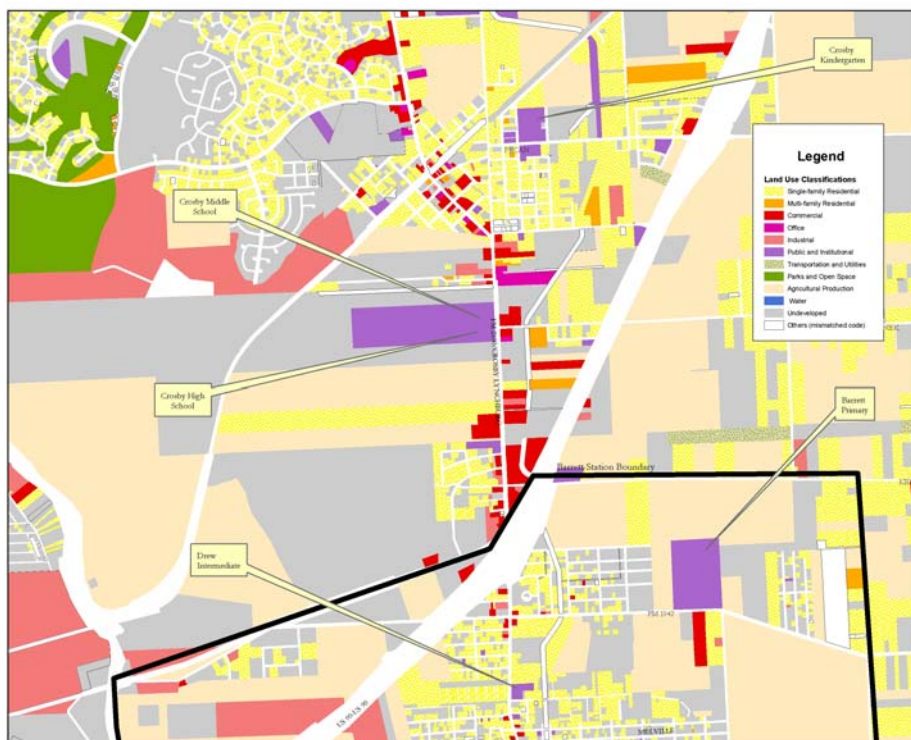
been named a Texas Recognized District, demonstrating the district's commitment to quality education.

Table 13: Crosby Independent School District Schools & Private School

School	Grade	Address	Distance from Barrett Station
Crosby Kindergarten	Early Childhood, Pre-K, Kindergarten	805 Runneburg Rd	4 miles
Barrett Primary	1-2	815 FM 1942	In Barrett Station
Newport Elementary	3-4	430 North Diamondhead Blvd	6.1 miles
Drew Intermediate	5-6	223 Red Oak	In Barrett Station
Crosby Middle School	7-8	14705 FM 2100	2.9 miles
Crosby High School	9 - 12	14703 FM 2100	2.9 miles
Reed Preparatory School (private)	Pre-school - 2	12003 Penn St.	In Barrett Station

Twenty-three percent of students' grades 9 – 12th at Crosby High School are economically disadvantaged compared to the state at fifty-two percent. Seventy-five percent of the high school students passed the Texas Assessment of Academic Skills (TAAS) test compared to seventy-seven percent for the entire district. According to the Texas Education Agency (TEA) for the school

Map 6: Crosby ISD Schools



Source: HCCEDD

year 2000-2001, Crosby ISD reported a 2.1 percent dropout rate for grades seven to twelve. When analyzed by ethnic group, both African-Americans (2.6) and Hispanics (3.3) experienced the highest dropout rate.

Table 14: Crosby ISD Drop-out Rating

Crosby ISD Drop-out Rate (7 – 12 th grade)		
Student Groups	Cumul. Attendance	Drop-out %
African-American	303	2.6
Hispanic	123	3.3
White	821	1.7
Econ. Disadvantaged	263	1.9

Source: Texas Education Agency (TEA)

Crosby ISD strives for excellence in its academic curriculum planned for students. The school district is working with the Blue Ribbon Schools Program that reflects the goals of the nation's "No Child Left Behind (NCLB) Act". This Act recognizes outstanding public and private schools that are either academically superior in their states or that demonstrate dramatic and consistent gains in student achievement.

There are two junior colleges located within miles of Barrett Station. Lee College at Crosby, is located approximately 2.3 miles from Barrett Station and San Jacinto Community College – North Campus, is located 11.4 miles outside of the community.

Both junior colleges offer associate degrees and certifications in the following programs: Architecture, Education, Social Science, Business Administration, Business Management, Accounting, Computer Maintenance, Machine Shop, Nail Design, Office Assistance just to name a few.

Lee College at Crosby offers a Workforce Education Program for students interested in upgrading job skills, retraining for a new career, or starting a business. Courses are designed to enhance employment opportunities and provide students with job skills necessary to enter the workforce, advance in their current career, or begin a new career. The college also offers GED preparation classes.

San Jacinto Community College – North Campus offers a wide variety of courses. It also offers Adult Basic Literacy programs designed for those students who have not completed high school or those who are limited in their ability to speak and comprehend English. The college offers ESL (English as a Second Language) and GED courses. The college also has an Entry-level Short Term Workforce Skills Training program designed to prepare students for entering the workforce.

Churches

Barrett Station has many churches, some historic with a variety of denominations. The churches play an active role in community activities and

revitalization efforts. In 1988, Barrett Station formed the Barrett Station Ministerial Alliance (BSMA). The BSMA is a nonprofit organization consisting of churches (trans-denominational) within the Barrett Station community. The



BSMA promotes and supports activities in the community to combat juvenile delinquency and community deterioration. The organization sponsors many youth programs including its annual scholarship awards and a juvenile delinquency program called "RIGHT CHOICE." BSMA also collaborates with Crosby ISD in sponsoring after school programs.

The BSMA is in the process of developing a program that will help increase a diverse workforce for the information age through a collaboration of local faith-based organizations, community-based service providers, educational institutions, regional and local workforce initiatives and private industry efforts. This collaborative effort will use technology to facilitate the achievement of skills, and knowledge and attitudes that will help foster economic opportunity and infrastructure development with those communities. Approximately eight churches in the Barrett Station community are actively involved in the BSMA.

Libraries

There are two libraries both within 5 miles of the Barrett Station Community. The first is the Harris County Public Library Stratford Branch located in the Highlands. The 2,700 square foot facility offers Preschool Story Time; Community Bulletin Board; Computers with Internet Access; TV/VCR; and Typewriter. The Crosby Branch is located in Crosby. The 10,500 square foot facility offers more extensive services than the Stratford location. Services include Preschool Story Time; Adult Book Group; ESL/Literacy Program; Community Bulletin Board; 23 Computers with Internet and MS Office; Photocopier; Overhead and Slide Projectors, and TV/VCR.

Economic Development

Economic Development provides the basic goods and services for a community. Local buildings contain barbers, restaurants, grocery stores, car mechanics, and any other business local entrepreneurs choose to develop. Despite the variety of mega-malls and massive chain stores, it is these neighborhood businesses that provide the proverbial daily bread.

Local Economy

Economic development is important to the vitality and growth of any community. Barrett Station is a working community. The unemployment rate for the area is 3.5 percent compared to 7 percent for Harris County. The U.S. Department of Housing and Urban Development (HUD) however, recognize Barrett Station as a low-to moderate-income community. This designation is based on the household income figures from the 2000 U.S. Census. Low- to moderate-income persons are defined as persons residing in households earning less than 80 percent of the area Median Family Income (MFI). For the purpose of determining the number of low- to moderate-income persons, HUD divides households into five income groups:

Table 15: Harris County FY2004 Income Limits

FY2004 Median Family Income*	
Very Low-Income (30% MFI)	\$18,300
Low-Income (50% of MFI)	\$30,500
Moderate-Income (80% of MFI)	\$48,800

*Based on a family of four

Source: U.S. Department of Housing & Urban Development

- Very Low-Income (0 to 30 percent of the area MFI)
- Low-Income (31 to 50 percent of area MFI)
- Moderate-Income (51 to 80 percent of area MFI)
- Middle-Income (81 to 95 percent of area MFI); and
- All other households (greater than 95 percent of area MFI)

Business Environment

The majority of the commercial businesses are along FM 2100 and FM 1942. Although few, they include car detail shops, laundry mats, dry cleaners, an ice cream parlor, gas stations, salon/barber shops, auto shops, tire shops, convenience stores, retail merchandising, and restaurants. Most of the businesses are small structures and many could use façade improvements to make the businesses more inviting to customers. Unlike most communities, Barrett Station does not have a grocery store chain, bank, or franchise fast food restaurants.

FM 2100 may be an ideal location to develop a much-needed central business district since the majority of the businesses are already located on this corridor.

In addition, there is certainly room for more commercial businesses along this corridor. A central business district would give the community a business focus and become a social meeting place for residents.

A survey of the local businesses along FM 2100 was conducted by the Vision Team in May 2004. The surveys were used to determine the types of commercial businesses along the main corridor and the types of improvements that are needed to help local



business owners. Twelve surveys were completed and returned. Most of the businesses had one to fifteen employees and were managed and owned by individuals or families. The job skills or training required for most businesses included a high school diploma, some office skills, food prepares license, beauty salon license, hair cosmetology license, cashier training, and some computer skills. The majority of the employees did live in the Barrett Station community. However, many of the business owners did express an interest in improving their community by cleaning up the area, widening FM 2100 and providing a turning lane, installing more street lights, cleaning up crime in the area, increasing police patrol, and making street improvements. The main concerns were making opportunities available for more businesses to come to the community and to make infrastructure improvements. According to the survey, most businesses were in agreement of improving the community and were willing to participate to make improvements.



As mentioned earlier, since Barrett Station does not have major retail stores, banks, and franchise restaurants, residents have to drive to either Crosby or the Highlands. Although Crosby and the Highlands are just a few miles outside of the community, it would be convenient for the residents in Barrett Station to be able to have those types of commercial businesses located right in the community.

To aid in the community's business development, a local Chamber of Commerce organization may be of assistance. A local Chamber of Commerce works to enhance the economic well-being and the quality of life for a community and can also be a good networking tool. Currently, there is not an active Chamber of Commerce in Barrett Station. The closest active chamber of commerce is the Crosby-Huffman Chamber of Commerce located on 14900 FM 2100 in Crosby.

Employment

As a result of the small number of businesses in the area, the majority of residents are forced to look outside of the community for work or remain among the unemployed. According to the U.S. Census Bureau, for men, thirty-one percent worked in manufacturing which represents the fastest growing employment sector for Barrett Station residents. This may be due to the close proximity of the Houston Ship Channel and large oil refineries in Baytown.

The types of manufacturing businesses include producing non-durable goods, crushed concrete, machine fabrication, and printing and publishing. As for the

females, forty-one percent worked in Education, Health, and Social Service occupations.

Almost half of the men in Barrett Station forty-eight percent and women forty-seven percent are employed, compared to five percent for men and seven percent for women are unemployed. However, forty-seven percent of the men and fifty-two percent of the women are not in the labor force. These figures show that unemployment rates are high for both males and females and that residents need employment opportunities. When comparing these figures to the county, they are relatively high. Twenty-six percent of the men and forty-two percent of the women in Harris County are not in the labor force.

Table 16: Number of Persons Per Employment Status (age 16 and over)

	Barrett Station	Percent	Harris County	Percent
Male:				
Employed	545	47.8	861,885	69.4
Unemployed	59	5.1	54,108	4.4
In Armed Forces	1	0.08	1,319	0.1
Not in Labor Force	535	46.92	323,704	26.1
Female:				
Employed	581	46.36	684,048	53.5
Unemployed	26	2.07	52,260	4.1
In Armed Forces	0	0	272	0.02
Not in Labor Force	646	51.55	542,341	42.4

Source: Bureau of Census, 2000

High unemployment rates can be problematic for residents of Barrett Station. One of the concerns identified in the community was a lack of job training, resources and opportunities for residents to prepare for careers. However, the Ministerial Alliance, a collaboration of churches in Barrett Station is developing a job-training program. In addition, Lee College and San Jacinto College both offer GED and job skills training. A Micro-enterprise program may also assist residents with preparing for jobs, provide training and loans to start-up new small businesses.

Means to Work

Transportation is a major problem also identified in the community. Residents expressed a need for public transportation in and out of the community as well as a Park and Ride that would take residents to Baytown and Houston. Many residents with low incomes may not be able to afford a car and need public transportation to get to and from work.

Table 17: Number of Persons per Means of Transportation to Work

	Barrett Station	Percent	Harris County	Percent
Drive Alone	925	83.55	1,149,672	75.9
Carpooled	148	13.36	221,853	14.6
Public Transportation	0	0	62,052	4.1
Bicycle/Walked	0	0	31,547	2.1
Worked at Home	11	0.9	36,195	2.4

Metro does not provide services in and out of the Barrett Station. A bus route on FM 2100 would provide a means for residents to find and hold jobs outside of the community, as jobs are scarce within the community. It is evident that residents must either own a vehicle or carpool. However, the nearest Park and Ride is 15.7 miles outside of the community at the intersection of Maxey and Woodforest, and south of Highway 90 inside the Beltway. Currently, a shuttle service to and from the Park and Ride might be instrumental to the community.

Chapter Four

Goals and Objectives

Goals

The Community Planning process is designed to be a community-driven process aimed at providing residents with solutions to problems hindering the growth and enjoyment of the community. The creation of goals and objectives will help the community identify, organize, and apply resources to solve problems in an efficient and timely manner. In Chapter three, the plan identifies resources and concerns within the community and provides recommendations to help the community expand and grow. Not all issues can be solved in the limited time frame of five-years. In some cases, problems must be dealt with in small steps so that underlying larger issues are solved first, such as the need for the construction of multi-family housing. In order to provide for this type of housing, the community must solve its lack of water and sewer capacity before new units are added.

Goals and the objectives have been organized to provide a systematic approach to problem solving. The goals are arranged in a matrix by year from one to year five. Each goal is described, objectives and responsible party's identified, and possible resources recognized. Goals were developed in cooperation with Barrett Station residents and community leaders using a planning process that combined an understanding of the community's existing resources, and innovative community development models.

Appendix A

The Community Planning Process

The Community Planning process is designed to be a community-driven process aimed at providing residents with solutions to problems hindering the growth of the community. The plan is not only a roadmap to area revitalization, but also an innovative approach to rebuilding communities through participation at the local level. Strategies outline the improvement and expansion of housing, infrastructure, economic development, arts and culture, public safety, recreation, health and education.



The community participated in several community meetings and events to shape this effort. As part of this process, participants were asked about existing conditions, but more importantly, they were asked, “where does your community want to be in five to

ten years?” Residents, businesspersons, educators, civic leaders and others are charged with the development of the plan as well as its implementation. The strategic planning process is designed to infuse the community with a spirit and confidence to creatively solve problems in a way that results in an active, successful, and self-sustaining environment. There are many elements and phases to the community planning process that contributed to the development of the community plan. They are as follows:

Initial Assessment

An initial assessment was compiled to analyze significant information from available sources. The assessment provides an inventory and assessment of the community that includes demographic and population characteristics, land use, census data, and community facilities and services.

Vision Team

As part of the community planning process, a *Vision Team* was created to give a “sense of ownership” to the community by its selection of decision-makers already committed to the revitalization of Barrett Station. These members are community leaders; similar to a steering committee that offers direct support, experience and commitment to the community.

The *Vision Team* is responsible for generating support and awareness for the planning process. They provide guidance, foster community

Residents were asked questions such as:

- What are your hopes, ideas and concerns about the future of Barrett Station?
 - What about streets, sidewalks, drainage, parks, and public services?
 - How do you want Barrett Station to grow?
 - What do you want your neighborhood to look like in 5, 10 and 20 years?
-
-

involvement, organize and facilitate community meetings as well as other events held in the community. The *Vision Team* will be charged with the empowerment of local organizations to implement the plan.

Community Meetings

To provide a broad basis for resident involvement in the planning process, a series of community meetings were held. Residents, *Vision Team*, revitalization partners, businesspersons, local CDC's, educators, and others were invited to systematically identify issues and concerns of the community and confirmed solutions and a plan of action.

Residents were asked to develop strategies for making improvements based on these elements:

- ❑ Housing, Community Facilities, Parks, and Green Spaces;
- ❑ Overall Urban Design;
- ❑ Employment and Job Creation, Workforce Development;
- ❑ Water and Sewer Improvement, Flood Control, Road, Sidewalk, Trail Improvement; and
- ❑ Education, Public Health, Public Safety, Youth and Senior Activities & Services, Homeless Services, Additional Civic Enrichment Activities

The first step of the process was to identify the community's issues and concerns, and then formulate the community's goals and objectives. The identification of goals and objectives provided a framework for decision-making during the development and implementation of the plan. Also, a clear and concise statement of basic goals and specific objectives helped increase the plan's effectiveness in minimizing adverse effects of growth and change, seizing opportunities, and anticipating potential problems.



Urban Design Charette

Another element of the process included an Urban Design Charette, which was the design element of the community plan. It established a platform for a free flow of information and opinion sharing. Local architects, community development experts, students, planners, and residents came together in a design setting to develop visual and graphic solutions to the issues and concerns identified during the community meetings. The design solutions are a part of the overall community plan document.

Kick-off Celebration

The Barrett Station also coordinated a community Kick-off Celebration to celebrate the completion of the plan.

CDC Enhancement and Training

The goal of the CDC is to implement plan recommendations and serve as the representative of the Barrett Station neighborhood. The Local CDC will be responsible for guiding, implementing and managing the community plan recommendations. Subsequently, the community has a number of established CDC's and civic associations. Therefore, these groups may serve as the nucleus for implementation.

Community Plan Document

Based on the information gathered from the Barrett Station community, the community plan was developed. The plan addresses the need to protect the assets of the neighborhood and recommends ways to meet the identified problems in the area through long-term goals. Each goal is further defined in the community plan by recommended action items. The objectives and action items associated with each goal provide a framework for future decisions and initiatives to be undertaken in the neighborhood.

The mission of a five-year community plan is to review existing conditions and needs of the community and work to develop strategies to address those issues. In the creation of the plan for Barrett Station, in coordination with Precinct Two Commissioner Sylvia Garcia, Harris County HCCEDD, the Barrett Station Community Plan *Vision Team*, and residents will work effortlessly to develop and implement strategies for improving housing, infrastructure, economic development, arts and culture, public safety, recreation, health, education, and the environment.



The community plan will address the need to protect the assets of the Barrett Station community and recommends ways to meet identified needs through long-term goals. Each goal is further defined in the community plan by recommended action items. The objectives and action items associated with each goal provide a framework for future decisions and initiatives to be undertaken in the neighborhood. It is recognized that many of the recommended action items contained in the community plan are conceptual only and may need to be analyzed in greater detail. The wording of the

plan reflects the opinions of the participants, not necessarily the opinion of HCCEDD. Implementation of the plan will ultimately rest with the Barrett Station community.

Community Planning in Barrett Station

Vibrant communities provide enjoyment not only from day-to-day but from year-to-year. There are two basic questions that define all community meetings: 1) What is it about my neighborhood that draws me here? 2) What can we add to this place that will keep me here in the future? Residents can

and *should* develop their own agenda for community development. You will live here. You want your kids to live here. You should control your community.

Community meetings are a tool to assist residents in collaborating and organizing. Every neighborhood has hundreds of residents, each with their own idea on how to improve the community. How can we listen to all these ideas? We have devised a five-category system that allows residents an opportunity to voice their concerns. On March 25, 2004, at the Riley Chambers Community Center, the first community meeting was held. The purpose of the meeting was to provide residents with a forum for improving the Barrett Station community. About 70 residents attended the meeting and were asked to state concerns and problems for improving housing, streets and lighting, economic development, arts and culture, public safety, recreation, health, and education. Four workstations were setup: Housing, Economic Development, Transportation & Infrastructure and Public Services & Community Facilities.

- ❑ **Housing** specifies places where we raise a family and display personal items. Homes can be single-family, multi-family, mobile, contain garages or patios, and generally portray any characteristics the resident wishes to display. It is important that housing contain basic services, such as safe drinking water, as well as providing both a sense of privacy and connection to the larger community.
- ❑ **Economic Development** provides the basic goods and services for a community. Local buildings contain barbers, restaurants, grocery stores, car mechanics, and any other business local entrepreneurs choose to develop. Despite the variety of mega-malls and massive chain stores, it is these neighborhood businesses that provide the proverbial daily bread.
- ❑ **Transportation & Infrastructure** is the nuts and bolts of a community. Streets, water lines, sewer lines, sidewalks, and lighting are all part of the transportation and infrastructure framework. Basic services exist because of a solid infrastructure. An organized transportation system allows residents to access businesses both to work and to shop. Transportation options, such as buses, walkways, and bike paths, diversify communities, reduce traffic, and enhance quality of life.
- ❑ **Public Services** connect people to each other. They assist people in meeting health, welfare, employment, and other basic needs. Human service providers can be public or private, non-profit or for-profit, and range from day care to drug counseling to job training. Human services create the social fabric that supports a community.

- ❑ **Community Facilities** constitute the cultural, educational, and social gathering places of a neighborhood. There are two types of community facilities: public and private. Public facilities include parks, schools, community centers, and any other site specifically designed for general resident gathering and owned by the public. Private facilities include churches, hospitals, theaters, and any other sites privately owned. Community centers, elementary schools, parish churches, and local libraries help define the sense of place within a given area. They provide a location for the collective energies of a community.

Residents were instructed to visit each station and voice their concerns for that area. The Vision Team, which is the steering committee for the community plan, facilitated those discussions.

Some of problems that were identified included providing affordable housing, reinstating deed restrictions, high school career development training, water and sewer improvements, more streetlights, widening FM 2100, library facility, and a health center. Residents were then instructed to prioritize these issues by placing color-coded stickers on the top problems and concerns. Facilitators counted the stickers and the top concerns from each section will be included in the community plans goals.

Issues/Concerns

Housing

- Provide more affordable housing especially for the elderly.
- Institute deed restrictions.
- Demolish vacant houses and clean up lots.
- Provide down payment assistance in the form of special financing, grants and gifts.
- Institute programs for housing rehabilitation/improvement.
- Nuisance abatement.
- Provide/improve landscaping throughout community.
- Provide clean water testing.
- Lead based paint screenings.
- Provide multi-family housing (apartments, townhomes, duplexes).

Human Services

- More services in the community such as utility assistance, counseling, food stamps, and drug treatment programs.
- Open a local wellness/health clinic.
- Provide outreach programs for the youth (mentoring, life skills).
- Institute a transportation/recreation program for homebound persons.
- Create a neighborhood crime watch.

- Clearinghouse for public service information.
- Provide more youth and elderly activities.
- Increase police patrol in the neighborhoods.
- Develop a homebound care program for the elderly/disabled.
- Create an evening daycare program.

Community Facilities

- Open a local post office.
- Open a local library.
- Open a local health clinic with activities such as drug rehabilitation center.
- Install a swimming pool, tennis courts, and more public restrooms at the community center park.
- Provide a mobile health clinic.
- Develop a center or facility just for youth.
- Repair and improve walking trail.
- Provide park access to San Jacinto River.

Transportation/Infrastructure

- Improve water and sewer service throughout community.
- Install streetlights throughout neighborhoods.
- Widen FM 2100 & middle turning lane and create alternate access routes out of the community.
- Water Taxes/Notify Discontinue Water Service.
- Sand Pit Future (1942 & Hwy 90).
- Improve overall drainage in community.
- Improve Overpass on Canal Street.
- Fix school zone lights.
- Install sidewalks throughout community.
- Provide bus route/park and ride to Houston and Baytown.

Economic Development

- Provide job training.
- Provide a career development facility.
- Encourage commercial business development (restaurant chains, large grocery store, banks).
- Develop a small business incubator/Business Development Facility.
- Institute a unique zip code for Barrett Station.
- Provide a high school job training/mentoring program.
- Provide professional Business Services.
- Provide tax breaks, low interest loans and incentives to encourage business development.

The outcome of the community meeting established the community's vision for the future, as well as strategies and actions necessary to make that vision a success. All of the information gathered from the Barrett Station community meeting will aid in the development of the community plan. The plan addresses the need to protect assets of the community and recommends ways to meet identified problems in the area through long-term goals. Each goal is further defined in the community plan by recommended action items. The objectives and action items associated with each goal provide a framework for future decisions and initiatives to be undertaken in the community.

Information generated by the community meetings will be compiled into a single, easily understood document that includes the needs, resources, goals and actions, and implementation strategy derived throughout the process. After the final meeting, HCCEDD staff will compile the prioritized list of resident concerns and create an implementation strategy for addressing the issues. Vision team members will review both the implementation strategy and the full plan. After review and editing, the final Community Plans will be available free of charge to all residents at the kick-off celebration.

Urban Design Charette

The second meeting was the urban design charette, held on April 29, 2004, at the Riley Chambers Community Center. The *Urban Design Charette* is the design element of the community plan. It will establish a platform for a free flow of information and opinion sharing. Local architects from Kirksey, the architecture firm responsible for designing Landry's Downtown Aquarium Restaurant and Entertainment Complex, and Barrett Station residents came together in a design setting to develop visual and graphic solutions to some of the problems and concerns identified during the community meeting. Kirksey helped provide design solutions through sketches of what Barrett Station could potentially become. They drew sketches of a squirt park, library, affordable housing subdivisions, landscaping and street widening. The sketches really made a lot of the potential projects come to life.

The meeting was set-up with different stations for residents to participate: Design Center, Community Planning, and Community Issues/Problems. There were also activities for the kids.

Appendix B

How to Fund Your Project

Nonprofit Grant seekers

You may want to compile a list of funders that will most likely to support your organization or your project. Choose prospective funders by examining their descriptive profiles and recent giving histories. Funders that have already supported projects similar to yours, those that award the type of support you seek, and/or those in your geographic area and of course those with which someone on your board has an affiliation should be considered for your prospect list.

The next step is to research carefully and exhaustively the funders you've identified. To research foundation giving patterns and trends, some of the best sources are: grantmaker Web sites, annual reports, IRS returns (IRS Form 990-PF), and printed guidelines. Remember, funding research is hard work; it takes time, but it always pays off.

Basic Funding Research Strategies

Like the individuals or companies who established them, foundations differ dramatically from each other in their giving interests. Your organization has a much better chance of securing funding if you do careful research. The most effective results come from using the following three approaches to funding research:

The Subject Approach identifies funders that have expressed an interest in funding programs in a specific subject field.

The Geographic Approach identifies foundations that fund programs in a particular city, state, or region. Although some give nationally and even internationally, most funders limit their giving to specific geographic areas.

The Types of Support Approach should be used in conjunction with the two approaches described above. Using a type of support qualifier can help you focus on foundations that provide specific types of support such as building funds, seed money, operating support, or endowment funds.

Information Available from Grantmakers Themselves

Information directly from the source is much appreciated by grantseekers. And this type of information tends to be more up to date than what you find in directories or databases. By studying information from the funder, you can pick up subtle clues as to what motivates the funder along with specific hints as to preferred styles of approach and actual restrictions and limitations.

Web Sites

A comparatively small but growing number of grantmakers have established sites on the World Wide Web. Some foundations, like the Verizon

Foundation, encourage grantseekers to apply online. The type of information found at these Web sites varies and may include annual reports, background information on the grantmaker, application guidelines, and information on the grantmaker's print publications.

Annual Reports

Approximately 1,100 foundations publish annual reports. These reports generally contain messages from the president, financial information, program descriptions and grants awarded during the prior year, application guidelines, lists of trustees and executive and program staff. You should always refer to Center directories to see whether there is an annual report available when you begin your research on a particular funder.

Guidelines

Some funders distribute sheets or pamphlets containing proposal guidelines, geographic or other limitations, and application procedures and deadlines. Printed guidelines quickly give you a sense of whether or not you might qualify for funding. Always be sure to review the most current guidelines.

Request For Proposals RFPs

When a foundation or the government issues a new contract or grant program, they send out a Request For Proposals (RFPs) to agencies that might be qualified to participate. The RFP lists project specifications and application procedures. While a few foundations occasionally use RFPs in specific fields, most prefer to consider proposals that are initiated by applicants.

Newsletters

A small number of funders regularly issue newsletters that provide notice of new program directions, announcements of recent grants awarded, changes in board or staff, and updates on grantmaker activities.

Press Releases

Similarly, some foundations distribute press releases when newsworthy events occur.

Grants Lists

Some foundations publish grants lists or report their recent grants directly to the Foundation Center in the form of separate lists.

The Proposal Process

Proposal writing is just one step in the grantseeking process, and it is not the most important step. Far more time should be spent developing the program or project and researching and cultivating donors than on the actual preparation of a proposal. The proposal writing must be part of a process of planning and of research on, outreach to, and cultivation of potential foundation and corporate donors.

How to start:

- Commit your ideas to paper.
- Thoroughly describe your program.
- Create a concept paper.
- State the goals and objectives of your program.
- Construct a timeline.
- Estimate costs for staff, materials, and equipment.
- Plan for an evaluation of your program.
- Write job descriptions for program staff.
- Executive Summary
- Statement of Need
- Project Description
- Budget
- Organizational Information
- Conclusion

Initial Approach

An increasing number of funders prefer brief letters of inquiry concerning the suitability of a match between your proposal and their interests before you submit a full proposal, or even instead of one. A letter of inquiry should touch on all the elements that would eventually be part of a proposal; it should be no more than two pages long and should indicate what the next step will be (for example, that you will follow up with a phone call within two weeks). The objective of a letter of inquiry is to get the funder to invite you to submit a proposal.

A limited number of foundations and corporations supply detailed instructions on what a proposal to them should include. If they do provide guidelines, they expect them to be followed. Some groups of funders such as regional associations of grantmakers and the National Network of Grantmakers are now creating and adopting **common grant application forms** that grantseekers may use when submitting proposals to them. While it is unlikely that you will send the same exact proposal to every foundation on your list, you will need to create a "master proposal" for your project or organization that can be customized for each prospective funder.

Ground Rules for Preparing a Master Proposal

- Keep it readable and concise. Use large, easy-to-read, dark type. Don't use fancy bindings; use paper clips and staples instead.
- Number the pages. If the proposal is longer than ten pages (most should not be), provide a table of contents.
- Use charts and statistics only where appropriate, since they tend to disrupt the flow of the narrative. Put footnotes on the same page, not at the end of the document.

- Add a limited number of attachments, press releases, news clippings, resumes, etc. Keep appendices to a minimum.

Writing Style

- Use the active rather than the passive voice.
- Do not use jargon or acronyms unless absolutely necessary, and then provide explanations.
- Use simple sentences; keep paragraphs short; employ headings and subheadings.
- Write your proposal from the point of view of those who will benefit from it. Talk about their needs and how your program will help.

Application Procedures

Each funder establishes its own application deadlines. Deadlines are serious and should be respected; otherwise you might lose out on that basis alone. Most large funders have boards that meet quarterly. Some staffed foundations may have monthly deadlines. Many small or family foundations have boards that meet only once or twice a year. Some have no deadlines at all. Keep in mind that after a proposal is submitted there is often at least a period of several months before a decision is made on it. In that interim period, foundation personnel are reading and evaluating all proposals received for that funding cycle. Also be aware that, once you are notified that you have been awarded a grant, there is usually a delay of several weeks before a check will be issued to your organization. Consider submitting your proposal six to nine months before your program is to be implemented. This allows time to apply elsewhere if funding is not granted.

The same proposal should not be submitted to all funders, as many have different interests, priorities, and guidelines. Your proposal must show how your project fits a funders pattern of giving. In certain circumstances, you may be sending the same proposal to several funders but with different cover letters. In those cases, let the funders know who else is considering your proposal.

A few funders accept proposals via fax or the Internet, but these are the exceptions. Do not fax or e-mail your proposal without first ascertaining from the funder that this is acceptable. Be sure to include all attachments requested by the funder. The most commonly requested attachments are:

- a copy of your organization's 501(c)(3) determination letter from the IRS;
- a copy of your organization's "not a private foundation" letter from the IRS;
- a list of your organization's trustees and their professional affiliations;
- a copy of your organization's budget and most recent audit;
- a brochure describing your agency.

Useful Electronic and Print Resources on Proposal Writing

Grantproposal.com (<http://www.grantproposal.com>) is devoted to providing free resources for both advanced grant writing consultants and inexperienced nonprofit staff.

The University of Massachusetts Proposal Writing & Research Development Links (<http://www.umass.edu/research/ora/dev.html>)

"Where Can I Find Examples of Grant Proposals?"
(<http://www.fdncenter.org/learn/faqs/propsample.html>)

Geever, Jane C. *The Foundation Center's Guide to Proposal Writing*, 3rd ed. New York: The Foundation Center, 2001.

Barbato, Joseph and Danielle S. *Writing For A Good Cause: The Complete Guide to Crafting Proposals and Other Persuasive Pieces for Nonprofits*. New York, NY: Simon and Schuster, 2000.

Carlson, Mim. *Winning Grants Step by Step: Support Centers of America's Complete Workbook for Planning, Developing, and Writing Successful Proposals*. San Francisco: Jossey-Bass Publishers, 1995.

Clarke, Cheryl A. *Storytelling For Grantseekers: The Guide to Creative Nonprofit Fundraising*. San Francisco,

CA: Jossey-Bass Publishers. 2001.

Golden, Susan L. *Secrets of Successful Grantsmanship: A Guerilla Guide to Raising Money*. San Francisco, CA: Jossey-Bass Publishers, 1997.

Miner, Lynn E., Jerry Griffith and Jeremy T. Miner. *Proposal Planning and Writing (2nd ed)*. Phoenix, AZ: Oryx Press, 1998.

Zimmerman, Lehman & Associates. *Grantseeking: A Basic Step-by-Step Approach*. San Francisco, CA: Zimmerman, Lehman & Associates, 1998.

For other print and electronic proposal writing resources, see our User Aid for Proposal Writers.

Sources of Information on Corporate Giving

Corporate Grantmakers on the Internet. This section of our Web site has dozens of links to company-sponsored foundation Web sites and information on corporate giving programs.

The Foundation Center's **Sector Search**. Sector Search can perform keyword searches of the Web sites of more than 2,000 U.S. grantmakers by type (corporate, private, community, or grantmaking public charity), while excluding nearly all extraneous Web content.

Hoover's Online. A user-friendly tool for finding basic company information and news.

David Lamb's Prospect Research Page. Includes a section for Company/Executive Info providing another collection of links that may prove useful in pinpointing information on a specific corporation's charitable giving interests.

Corporate Foundation Profiles. 12th ed. New York, NY: The Foundation Center, 2002.

Fundukian, Laurie J. (ed.) *Corporate Giving Directory*. 24th ed. Farmington Hill, MI: The Taft Group, 2002.

Hubbard, Monica M. (ed.) *Directory of International Corporate Giving in America and Abroad*. Farmington Hill, MI: The Taft Group, 1999.

Clark, David (ed.) *National Directory of Corporate Giving*. 8th ed. New York, NY: The Foundation Center, 2002.

Sheridan, Valerie S. (ed.) *National Directory of Corporate Public Affairs*. 20th ed. Washington, D.C.: Columbia Books, Inc., 2002.

Scott, Sheldon K. *Successful Corporate Fund Raising: Effective Strategies for Today's Nonprofits*. New York, NY: John Wiley & Sons, 2000.

For additional resources on corporate giving, see our FAQ "Where can I find information on corporate giving?"

Keep in mind. Corporations may give by means of a company-sponsored foundation (in which case they file Form 990-PF, as other private foundations do) or by means of a separate corporate giving program (in which case it may be more difficult to get information), or both. See our FAQ "What is the difference between a company-sponsored foundation and a corporate direct giving program?" for more information on the differences between the two types of giving.

Corporate giving is almost always limited to programs of benefit to employees, their families, or residents of specific locations where the company conducts business. Geography plays a significant role in corporate grantmaking. Employee matching gift programs are increasingly common vehicles for giving.

Cash donations are not the only type of corporate support. Ask yourself: Can the project be handled as a business expense rather than a grant? Would **in-kind support** such as the donation of equipment, use of corporate facilities, printing, design services, or access to executive expertise to be helpful to my nonprofit organization?

When approaching corporate grantmakers, always consider the self-interest of the funder. A proposal to a corporation should emphasize how its support of your project will help it achieve its goals.

Corporate Philanthropy Report is a useful periodical for keeping up to date on corporate giving.

Sources of Information on Government Funding

FirstGov is a Web site that provides the public with easy, one-stop access to all online U.S. Federal Government resources, including government grants information.

The Catalog of Federal Domestic Assistance is a comprehensive searchable database of information about Federal assistance programs.

Notices of Funding Availability appear in the *Federal Register*, printed each business day by the United States government, and are available for online searching here. You can search by broad subject categories or by agency.

Dumouchel, J. Robert. *Government Assistance Almanac*. Detroit: Omnigraphics, Inc., annual.

For additional resources on government funding, see our FAQ "Where can I find information about government grants?"

Keep in mind. Lack of good information is one obstacle to finding the right government-funding agency. There may be a great deal of information on federal funding programs, but much of it is confusing and contradictory. Call the agency in question before applying for government funding in order to obtain the most up-to-date information on the program.

Information about state and municipal grants is often difficult to track down. Check with local government officials and congressional offices to see what information they have.

Federal funders generally prefer projects that serve as prototypes or models for others to replicate; local government funders almost always require strong evidence of community support for your project. Government grants generally have stiff reporting requirements. Careful record keeping is a must, as an audit is always a possibility. Numerous local, state, and federal government agencies have established World Wide Web sites — a helpful source of information to the grantseeker. For more details and advice on using the Web to research corporate, government, and individual donors, refer to *The Foundation Center's Guide to Grantseeking on the Web*, 3rd ed.

Periodicals of Interest to Grantseekers

Periodicals are an excellent resource for those seeking to raise funds, but are often overlooked by grantseekers. Foundation Center libraries subscribe to those listed below and many more. Specific articles of interest may be accessed via the Web. Refer to the Literature of the Nonprofit Sector to search for these.

The Chronicle of Philanthropy. 1255 Twenty-third Street, NW, Washington, D.C. 20037. Biweekly. Covers the nonprofit sector. Focus on legislation; recent grantmaking activity; national calendar of events; job announcements.

Corporate Philanthropy Report. Aspen Publishers, Inc., 200 Orchard Ridge Dr., Gaithersburg, MD 20878. Monthly except for September and January. Substantive news articles on domestic and international corporate philanthropy; profiles of individual grantmakers.

Foundation News and Commentary: Council on Foundations, Inc., 1828 L Street, NW, Washington, D.C. 20036. Bimonthly. Emphasis on philanthropy at the national level as well as the concerns of grantmakers and fundraising organizations; articles on grantmaking activities; book reviews; people in the news.

Fund Raising Management. Hoke Communications, Inc. 224 Seventh Street, Garden City, NY 11530. Monthly. Focus on high-profile, professional fundraising operations. How-to articles; reports on successful campaigns. A classified section and events calendar is included.

Grassroots Fundraising Journal. Chardon Press, 3781 Broadway, Oakland, CA 94611. Bimonthly. Articles on alternative sources of funding, book reviews, and bibliographies. Especially targeted to smaller nonprofits.

New Directions for Philanthropic Fundraising. Jossey-Bass / John Wiley & Sons, Inc., 605 Third Avenue, New York, NY 10158. Quarterly. Each issue devoted to one subject of interest to fundraisers. Covers donor trends and fundraising matters.

Nonprofit Management and Leadership. Jossey-Bass / John Wiley & Sons, Inc., 605 Third Avenue, New York, NY 10158. Quarterly. Reports on issues in nonprofit administration, fundraising trends, and board members.

Nonprofit Quarterly. Third Sector New England, 18 Tremont Street, #700, Boston, MA 02108. Quarterly. Each issue focuses on a theme of critical importance and provides useful information for organizations to manage more effectively and advance their mission.

NonProfit Times. 120 Littleton Rd., Suite 120, Parsippany, NY 07054-1803. Monthly. Focus on nonprofit organization fundraising and administration. Regular columns highlight new legislation, court cases and news briefs of

interest to nonprofits, and new publications. A calendar of events and job openings are included.

Nonprofit World. The Society for Nonprofit Organizations, 6314 Odana Road, Suite 1, Madison, WI 53719. Bimonthly. Focus on nonprofit administration; ask the experts; resources section.

These periodicals are available at all Foundation Center libraries. For a list of other periodicals that may be at one or more of the Foundation Center's libraries, see our Periodical List.

Appendix C

Funding in Barrett Station (1995 to Present)

The Office of Housing and Economic Development has long been an active partner in improving the quality of life for Barrett Station residents. In addition to the development of the Community Plan, HCCEDD has provided more than \$13,675,594.00 toward the following projects in the community.

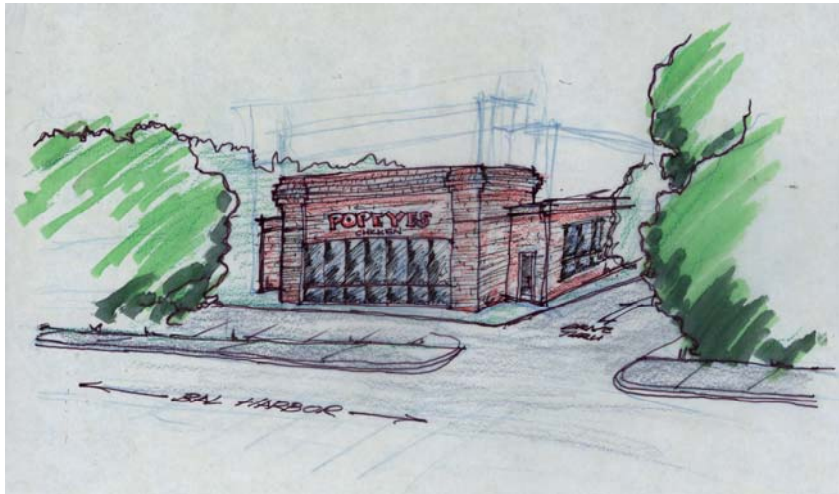
Use of Federal Funds in Barrett Station 1995 - Present		
Year	Project Description	Allocation (\$)
1995	Barrett Station Community Heritage of Learning, Inc.	\$66,191
1996	Barrett Station Community Heritage of Learning	\$49,903
1996	Barrett MMI	\$7,500
1997	Riley Chambers Park	\$164,000
1997	MUD 50 First Time Sewer Service	\$200,000
1998	MUD 50 Water and Sanitary Sewer Service Extension	\$200,000
1999	Riley Chambers Community Center	\$200,000
2004	MUD 50 Sewer Rehabilitation & Water Distribution	\$480,000
	Total Projects	\$13,675,594.00

Appendix D

Charrett Renderings

The *Urban Design Charrette* is the design element of the community plan. It established a platform for a free flow of information and opinion sharing. Local architects from Kirksey, the Houston architecture firm responsible for designing Landry's Downtown Aquarium Restaurant and Entertainment Complex, and Barrett Station residents came together in a design setting to develop visual and graphic solutions to some of the problems and concerns identified during the community meeting.

The following renderings represent the improvements of residential streets and housing stock, commercial development, the beautification of open spaces, and the addition of amenities such as streetlights, gateways, and sidewalks.



Commercial Development
Popeye's Chicken Restaurant

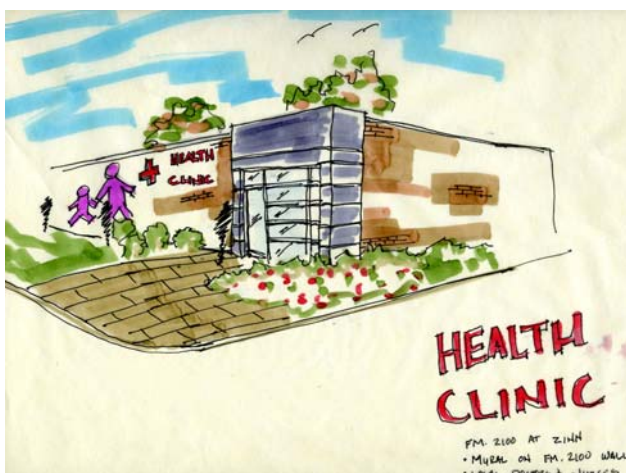
Commercial Development
Strip Center





Squirt Water Park

Canal Improvement



Health Clinic

Health Clinic



Road Improvements
Crosby-Lynchburg

Gateway



Appendix E

Q & A on Deed Restrictions

Q: What are deed restrictions?

A: Deed Restrictions are written agreements that restrict or limit property use or activities in a subdivision. These restrictions appear in the deed records, and are private agreements or contracts between a property buyer and a property seller.

Q: Who must abide by deed restrictions?

A: In most cases, deed restrictions are binding upon every property owner in a defined neighborhood or subdivision, and all subsequent owners of property in a deed-restricted neighborhood or subdivision must abide by the restrictions.

Q: How are deed restrictions put in place?

A: Deed restrictions are usually created and imposed on lots in a subdivision by the initial developer. At that time, the restrictions are filed in the Deed Records of the County Clerk before the developer sells any lots in the subdivision. Deed restrictions may also be created by residents of a subdivision.

Q: Why are deed restrictions important to my subdivision or neighborhood?

A: One of the primary purposes of most deed restrictions is to preserve the residential character of a subdivision or neighborhood by preventing property use for commercial or industrial purposes. This makes deed-restricted neighborhoods desirable for people who wish to live in an area that is completely residential.

Where property is not governed by deed restrictions, a property owner may be free to operate a commercial business in a neighborhood regardless of the impact on quality of life for other residents (this may, of course, also be governed by city ordinance — see the section on what can be done to prevent deed restriction violations). For persons who wish to operate a business from their homes, deed restrictions may present a legal prohibition that would make that difficult or impossible.

Deed restrictions can also help preserve a neighborhood's appearance by setting standards for property maintenance, remodeling and add-on work to existing structures and other such areas. Make sure to consult your deed restrictions before undertaking any such work on your property to ensure that you are in compliance. Otherwise, you may be forced to remove new construction at your own expense.

Q: Do all subdivisions or neighborhoods have deed restrictions?

A: Most, but not all, subdivisions developed for residential use have deed restrictions. There is, however, no legal requirement for a developer to establish deed restrictions in developing a subdivision. Numerous older subdivisions have restrictions that may not be in effect for one of two reasons: either certain portions of the restrictions (dealing with issues such as who may live in a subdivision) may have been invalidated by subsequent court rulings; or the restrictions have expired and not been renewed, and thus are not effective in preventing commercial property uses in the neighborhood.

Q: How can I find out whether my subdivision or neighborhood has deed restrictions in effect?

A: To find out whether your deed restrictions are in effect, you should obtain a copy of the restrictions. The Harris County Clerk's Office is the official source for deed restrictions; however, if you are seeking an "unofficial" copy not for use in legal proceedings, you may want to check with your neighborhood association or civic group. Deed restrictions are kept on file in the Harris County Clerk's Deed Records along with a plat map of the appropriate subdivision. To get an official (certified) copy of your subdivision's deed restrictions (for a small fee), go to the County Clerk's office on the fourth floor of the County Administration Building, 1001 Preston in downtown Houston. The staff at the Deed Records desk will be able to help you. You must know the name of your subdivision for the County Clerk's staff to find a copy of your deed restrictions.

Q: What information should I expect to find in my deed restrictions?

A: Deed restrictions will typically include a variety of information including the following:

- A foreword or preface giving the legal description of the restricted property, the parties involved and the purpose of the restrictions;
- Identification, by name, of the subdivision and the sections, blocks or lots covered by the restrictions;
- A description of the restrictions placed on the use of property listed in the document. The restrictions may include limits on use, type and or size of buildings and/or fences and other structures, quality of dwellings, building setback lines and provisions for architectural control committees, maintenance funds, civic clubs, boards of directors, etc.
- Specifications for the duration of the restrictions, their renewal and maintenance, enforcement and application;
- Signatures and attestations of the persons entering into the agreement and a notarized identification of the signers, filing dates, etc.

Q: How long do deed restrictions remain in effect?

A: The length of time deed restrictions remain in effect is determined by one of two factors: first, the specific timeline laid out in the documents creating the deed restrictions, and second, whether the deed restrictions have been enforced and maintained. Only a judge and/or jury can decide whether lack of

enforcement has caused deed restrictions to lapse in a subdivision or neighborhood. While some deed restrictions have specific life spans, most are drafted to remain in effect “in perpetuity” (forever) by a series of automatic renewals.

Q: Can deed restrictions be renewed?

A: Yes. Many deed restrictions include provisions for automatic renewal unless a majority of property prevent renewal; others state that they may be renewed through written approval by a specified percentage of a subdivision’s property owners to remain in effect. For the renewal to be legally recognized, you may need to obtain notarized signatures of property owners and file the renewal with the County Clerk’s office.

If renewal does not appear to be automatic, you may need to take action within a certain time period specified in the deed restrictions. If you have questions about interpretations of your deed restrictions, you may wish to contact an attorney for advice.

Q: Can deed restrictions be amended?

A: Yes. The ease or difficulty of amending deed restrictions depends upon the procedures established in the deed restrictions themselves. Some restrictions allow amendment by a majority of property owners in the restricted subdivision; others require a greater majority. In certain cases, it may be necessary to obtain the approval of all property owners in the affected subdivision. To amend deed restrictions, property owners should first determine whether the restrictions allow amendments to be made. If so, procedures established in the restrictions should be followed. These procedures often require that an amendment document be prepared, that each property owner’s signature be notarized and that the amendment be filed with the County Clerk’s office. (It may be helpful to retain an attorney to assist with these matters.)

If the deed restrictions make no provisions for amendments, the Texas Legislature has provided a mechanism for renewal or reinstatement of deed restrictions.

Q: What can I do to help maintain compliance with deed restrictions in my subdivision or neighborhood?

A: Individuals who own property in a subdivision may file complaints with the Legal Department regarding violations of the deed restrictions in that subdivision. However, the best and most effective means of maintaining and/or enforcing is through your active civic club or neighborhood association. You should give strong consideration to joining such an organization if one exists in your neighborhood; if there is no such group, you may wish to form one. If you decide to form an association, be sure to check your deed restrictions as they may provide for the automatic creation of one. (The City’s Neighborhood Network program offers assistance in the start up of neighborhood groups. Call the Neighborhood Network Coordinator at 713-

475-7221 for more information.) Keeping track of deed restrictions requires considerable time and energy, and is a responsibility best shared. Further, remember that there is strength in numbers, and an active group of people can serve as a far more effective voice for correct property use and maintenance than any individual. If your neighbors do not appear interested in forming an active neighborhood group, you might want to seek their help on a more temporary basis in dealing with deed restriction violations when they arise.

Q: What should my association or I do about a deed restriction violation?

A: First, make sure that there is a violation. Review your deed restrictions carefully — again, you may wish to enlist the assistance of an attorney — to determine whether your subdivision’s restrictions are being violated. If you are uncertain, but believe a violation may be taking place, you may also file a complaint with the City’s Legal Department. They will advise you as to whether a violation appears to be present, and whether the City can participate in enforcement on your behalf.

If a violation does appear to be occurring, you might want to begin by simply talking with the owner of the property where the violation is located. It is possible that he or she may not know about the deed restrictions affecting the property, or about the neighborhood’s interest in deed restriction compliance. With notification, they may be willing to correct the problem without further action on your part. Feel free to involve your neighbors or members of your civic club; a friendly visit from several concerned citizens can demonstrate neighborhood support for your deed restrictions.

If talking to the property owner does not help matters and your civic group is convinced that a violation exists, contact the violator again through certified mail with a return receipt requested. Make it clear in your letter that a violation of the deed restrictions is occurring and that the group plans to take action if the violation is not corrected immediately.

Q: Is there any circumstance when I should call the City rather than handling the situation myself?

A: Call the City’s Legal Department immediately if something that violates your neighborhood’s deed restrictions is being constructed or is going to be constructed (e.g., carports, sheds, etc.).

Q: What if the violator refuses to comply with the deed restrictions?

A: If the violator ignores notification of a violation and refuses to correct the problem, legal action can be taken. The courts have held that deed contracts that represent implied promises to restrict the use of land. Therefore, suit can be filed in state district court, or in some cases justice court, to force the violator to comply with the applicable deed restrictions. As discussed below, this legal action can be taken by the City, though it may also be taken by a private attorney.

Q: What can the City's Legal Department do to enforce deed restrictions?

A: Typically, this is not the first step after receiving a complaint about a deed restriction violation. After receiving a complaint, the Legal Department will usually begin by notifying the offending party of the violation by mail. If there is no response and the violation goes uncorrected, another letter (a final notice) may be sent and a representative of the City may visit the address where the violation is occurring. If these efforts are not successful in correcting the violation, then a lawsuit maybe filed in state district court or justice court with the original complainant(s) joining the city as co-plaintiff.

Q: How do I report a deed restriction violation? What information does the City's Legal Department need to pursue enforcement of deed restrictions?

A: A copy of the City's deed restriction violation report form is available from the Legal Department, 121 1 Southmore, Suite 207, the Mayor' s Action Line, 1211 Southmore, Room 122. You will need the following information when you file a concern regarding deed restriction violations:

- Name of the subdivision where the violation is occurring; Name and address of the violator (name is not required, but is desirable; a minimum, you should have the address where the violation is occurring;
- The nature of the violation (be ready to talk about the violation's impact on your neighborhood — is it affecting traffic flow, physical appearance, noise levels, etc.? And it is a business, are there signs, customers or employees on site, and is it advertised?;
- Name and address of complainant; and
- Names of persons willing to appear and testify if the violator must be brought to court to correct the situation. You may submit your completed form in person at City Hall, 1211 Southmore, Suite 207.

Q: Can I file a deed restriction violation report anonymously?

A: No. Complainants must furnish their name and address so that the Legal Department has a contact person for information on the complaint. Under state law, your name may be kept confidential while your complaint is being processed and during initial enforcement efforts (i.e., letters, telephone calls, personal visits to violator). Almost all cases are resolved during this stage and, therefore, most likely your name will remain anonymous. However, if it is necessary to go to court, witnesses will be needed to make the strongest possible case for existence of a violation and the need for correction. With that in mind, when you file the violation report, you should be prepared to testify should the case ultimately go to court.

Q: What arguments are usually made to defend deed restrictions violations?

Traditionally, Texas has had a presumption in favor of the free use of property, meaning that the courts are likely to enforce deed restrictions only against obvious violators. However, recent legislation has encouraged courts to

pursue more liberal readings of deed restrictions, often making them easier to enforce. Despite this, a violator can be successful by:

- Waiver — this tactic seeks to demonstrate that numerous similar violations have gone unchallenged in the same subdivision. Because these defenses have been successful in the past, it is very important that you and your civic club or neighborhood association act quickly to correct violations, especially if something is going to be built or is being built. Letting deed restriction violations exist for a period of time can make them more difficult to stop. Establishing a valid defense. Two of the more common defenses used are:
- Laches (pronounced latches) —this form of argument seeks to establish that the complaining parties allowed the violator to proceed to act at his expense and that the complainants failed to give notice of a violation within a reasonable length of time;

Q: Is there anything else I or my neighborhood association can do to prevent deed restriction violations?

A: Yes. Many people do not like the idea of taking legal action against a neighbor; because of this, preventive action is almost always the best method of ensuring compliance with deed restrictions. Most of the time, legal action can be avoided if neighbors make sure that each of their fellow residents is aware of the existence of the deed restrictions. If possible, your neighborhood group might want to provide new residents with a copy of your subdivision's deed restrictions so that they will know their obligations. Be friendly, but make it clear that corrective action will be taken against any violation.

Q: My neighborhood does not have any deed restrictions. Can anything be done to put some in place?

A: The Texas Property Code, Chapters 201 and 202, is your source for creating deed restrictions. This code can be found on the Internet through the State of Texas World Wide Web site (www.state.tx.us).

Appendix F

Glossary of Terms

Annual report: A voluntary report issued by a foundation or corporation that provides financial data and descriptions of its grantmaking activities. Annual reports vary in format from simple typewritten documents listing the year's grants to detailed publications that provide substantial information about the grantmaker's grantmaking programs. Approximately 1,100 foundations issue them.

Assets: The amount of capital or principal — money, stocks, bonds, real estate, or other resources — controlled by a foundation or corporate giving program. Generally, assets are invested and the resulting income is used to make grants.

Capital support: Funds provided for endowment purposes, buildings, construction, or equipment.

Challenge grant: A grant that is paid only if the recipient organization is able to raise additional funds from other sources. Challenge grants are often used to stimulate giving from other donors. *See also* **matching grant**.

Community foundation: A 501(c)(3) organization that makes grants for charitable purposes in a specific community or region. The funds available to a community foundation are usually derived from many donors and held in an endowment that is independently administered; income earned by the endowment is then used to make grants. Although a community foundation may be classified by the IRS as a private foundation, most are public charities and are thus eligible for maximum tax-deductible contributions from the general public. *See also* **501(c)(3); public charity**.

Community fund: An organized community program, which makes annual appeals to the general public for funds that are usually not retained in an endowment but are instead used for the ongoing operational support of local agencies. *See also* **federated giving program**.

Company-sponsored foundation (also referred to as a corporate foundation): A private foundation whose assets are derived primarily from the contributions of a for-profit business. While a company-sponsored foundation may maintain close ties with its parent company, it is an independent organization with its own endowment and as such is subject to the same rules and regulations as other private foundations. *See also* **private foundation**.

Corporate giving program: A grantmaking program established and administered within a for-profit corporation. Because corporate giving programs do not have separate endowments, their annual grant totals generally

are directly related to company profits. Corporate giving programs are not subject to the same reporting requirements as corporate foundations.

Donor: An individual or organization that makes a grant or contribution to a recipient. (Also known as the grantor.)

Endowment: Funds intended to be invested in perpetuity to provide income for continued support of a not-for-profit organization.

Expenditure responsibility: In general, when a private foundation makes a grant to an organization that is not classified by the IRS as a "public charity," the foundation is required by law to provide some assurance that the funds will be used for the intended charitable purposes. Special reports on such grants must be filed with the IRS. Most grantee organizations are public charities and many foundations do not make "expenditure responsibility" grants.

Family foundation: An independent private foundation whose funds are derived from members of a single family. Family members often serve as officers or board members of family foundations and have a significant role in their grantmaking decisions.

Federated giving program: A joint fundraising effort usually administered by a nonprofit "umbrella" organization that in turn distributes the contributed funds to several nonprofit agencies. United Way and community chests or funds, the United Jewish Appeal and other religious appeals, the United Negro College Fund, and joint arts councils are examples of federated giving programs. *See also* **community fund**.

501(c)(3): The section of the tax code that defines nonprofit, charitable, tax-exempt organizations; 501(c)(3) organizations are further defined as public charities, private operating foundations, and private non-operating foundations. *See also* **operating foundation; private foundation; public charity**.

Form 990-PF: The public record information returns that all private foundations are required by law to submit annually to the Internal Revenue Service (IRS).

Form 990: The information return that public charities file with the Internal Revenue Service (IRS).

General purpose foundation: An independent private foundation that awards grants in many different fields of interest. *See also* **special purpose foundation**.

Grassroots fundraising: Efforts to raise money from individuals or groups from the local community on a broad basis. Usually an organization's own constituents — people who live in the neighborhood served or clients of the

agency's services — are the sources of these funds. Grassroots fundraising activities include membership drives, raffles, auctions, benefits, and a range of other activities.

Guidelines: Procedures set forth by a funder that grantseekers should follow when approaching a grantmaker.

Independent foundation: A grantmaking organization usually classified by the IRS as a private foundation. Independent foundations may also be known as family foundations, general purpose foundations, special purpose foundations, or private non-operating foundations. *See also* **private foundation**.

In-kind contribution: A contribution of equipment, supplies, or other tangible resource, as distinguished from a monetary grant. Some corporate contributors may also donate the use of space or staff time as an in-kind contribution.

Letter of inquiry / Letter of intent: A brief letter outlining an organization's activities and its request for funding that is sent to a prospective donor in order to determine whether it would be appropriate to submit a full grant proposal. Many grantmakers prefer to be contacted in this way before receiving a full proposal.

Matching grant: A grant that is made to match funds provided by another donor. *See also* **challenge grant; employee matching gift**.

Operating foundation: A 501(c)(3) organization classified by the IRS as a private foundation whose primary purpose is to conduct research, social welfare, or other programs determined by its governing body or establishment charter. An operating foundation may make grants, but the amount of grants awarded generally is small relative to the funds used for the foundation's own programs. *See also* **501(c)(3)**.

Private foundation: A nongovernmental, nonprofit organization with funds (usually from a single source, such as an individual, family, or corporation) and program managed by its own trustees or directors. Private foundations are established to maintain or aid social, educational, religious, or other charitable activities serving the common welfare, primarily through the making of grants. *See also* **501(c)(3); public charity**.

Proposal: A written application, often accompanied by supporting documents, submitted to a foundation or corporate giving program in requesting a grant. Most foundations and corporations do not use printed application forms but instead require written proposals; others prefer preliminary letters of inquiry prior to a formal proposal. Consult published guidelines.

Public charity: A nonprofit organization that qualifies for tax-exempt status under section 501(c)(3) of the IRS code. Public charities are the recipients of most foundation and corporate grants. Some public charities also make grants. *See also* **501(c)(3); private foundation.**

RFP: An acronym for Request for Proposal. When the government issues a new contract or grant program, it sends out RFPs to agencies that might be qualified to participate. The RFP lists project specifications and application procedures. While an increasing number of foundations use RFPs in specific fields, most still prefer to consider proposals that are initiated by applicants. For a current listing of selected RFPs, see our **RFP Bulletin**.

Seed money: A grant or contribution used to start a new project or organization. Seed grants may cover salaries and other operating expenses of a new project.

Set-asides: Funds set aside by a foundation for a specific purpose or project that are counted as qualifying distributions toward the foundation's annual payout requirement. Amounts for the project must be paid within five years of the first set-aside.

Special purpose foundation: A private foundation that focuses its grantmaking activities in one or a few areas of interest. *See also* **general purpose foundation.**

Tax-exempt: Refers to organizations that do not have to pay taxes such as federal or state corporate tax or state sales tax. Individuals who make donations to such organizations may be able to deduct these contributions from their income tax.

Technical assistance: Operational or management assistance given to nonprofit organizations. This type of help can include fundraising assistance, budgeting and financial planning, program planning, legal advice, marketing, and other aids to management. Assistance may be offered directly by the staff of a foundation or corporation, or it may be provided in the form of a grant to pay for the services of an outside consultant. *See also* **in-kind contributions.**

Appendix G

Sources Cited

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Appendix H

Business Survey

Please return survey to the Barrett Station Vision Team or fax (713-578-2190) to the Harris County Community & Economic Development Department (HCCEDD) no later than Tuesday, June 1, 2004.

Business: _____

Location: _____

Contact: _____

Telephone #: _____

1. What type of service does your business provide to the Barrett Station community?
2. What is your business' location in relation to the Barrett Station Community?
 - ☐ within the physical boundaries of Barrett Station
 - ☐ within a 5-mile radius of Barrett Station
 - ☐ within a 10-mile radius of Barrett Station
 - ☐ greater than 10-mile radius of Barrett Station
3. What is the estimated size of your business (number of employees)?
 - ☐ 1-15
 - ☐ 16-35
 - ☐ 36-75
 - ☐ 76-150
 - ☐ 151 or more
4. Approximately what percentage of employees in your business live in Barrett Station?
 - ☐ None
 - ☐ <10%
 - ☐ 10%-50%
 - ☐ 51%-90%
 - ☐ >90%
5. What job skills are necessary for employment in your business? e.g., certifications, degrees, licensure, bilingual, computer, office.
6. Are you able to easily recruit qualified employees? Please explain.
7. What two things are most important to you in sustaining and expanding your business?

8. What activities or changes should be made to FM2100 or FM1942 to enhance and improve its economic vitality?
9. What types of businesses are missing in Barrett Station?
10. Did you attend one of the Barrett Station Community Meetings?
- ☐ yes ☐ no

Please provide us with any additional comments about the Barrett Station community.

**Thank you for your participation with this survey.
We value your opinion!**